



THE FAMILY  
CENTRE

# ANNUAL REPORT

2021 / 2022

## Message from the Chair of the Board of Directors Page Stuart

In 1942, a local newspaper reported that a “survey of social services in Edmonton in 1929 pointed to the need for a family welfare agency. The ‘Family Welfare Bureau’ was born of the conviction that the family still is our most important institution and that the service given to family life should be strong and lasting”. Eighty years later, The Family Centre’s staff continues to connect with our clients through a conduit of care and service that forms the cornerstone of our place within the human services sector.

The persistence of the COVID-19 pandemic over the last two years has acutely amplified existing challenges within our community. As we transition out of pandemic restrictions, the degree to which the agility and responsiveness of our staff have contributed to the consistent delivery of our service models in this environment is commendable. Through active engagement with our community, staff have ensured programs achieve successful outcomes and actively address the needs of the community with targeted approaches.

On behalf of the board, I would like to applaud the ingenuity and fearlessness demonstrated by CEO Pauline Smale, the leadership team, and staff. Collectively, you have persevered, re-evaluating and adjusting delivery models while maintaining service delivery to the children and families who are lacking access to resources. Regrettably, there are fewer resources available to not-for-profits that provide supports to those who are most vulnerable. I would like to express our sincere gratitude for the many partnerships that provide key financial support for our programming and who have helped us to meet this challenge. I would also like to extend my thanks to our dedicated volunteer board for their time, expertise, and thoughtful leadership.

Despite these challenges, we have accomplished so much. The TFC’s Indigenous Advisory Committee spearheaded the development of an Indigenous support team that will focus on building TFC’s internal capacity to support Indigenous children, youth, and families. This work dovetails with our continued drive to expand internal leadership development capacity, ensuring program delivery continues to meet defined metrics driven by evidence-based data and our connections with the broader research community. We continue to be passionate in our mission to ensure that children are safe in their homes and communities, acknowledging the impacts of trauma, and treating every family with compassion and empathy.

The Family Centre remains focused on respectfully supporting individuals and families, helping them find and develop their strengths, respecting their independence, and celebrating their diversity. Seeking help is an act of both vulnerability and strength, rooted in a trust that we shall never take for granted. We are grateful for the consistent and continued trust of the community.



## Message from the CEO Pauline Smale

80 Years! It is such an honour to be part of an organization that has been providing services to families for 80 years. Since our inception in 1942 up to and including today, we have been working with families during some significant personal and environmental challenges. Starting with our work with families during World War II and most recently during a pandemic, we have stood strong and remained focused. Healthy families in healthy communities has and continues to be our guiding mission.

This year, I’d like to highlight the ongoing work of each and every employee of TFC. We were one of few organizations that continued to provide services throughout the pandemic, both personally and virtually, ensuring that anyone that needed us could find us. We remained in schools, community centres, family homes, reunification homes and at the 106 street office. We were also available online, learning how to provide meaningful experiences in a virtual space. It is commendable work. Thank you each and everyone of you for your commitment and dedication.

Going forward, it will be essential for us to continue to focus on the health and wellbeing of each other, our colleagues and all our stakeholders. In order to provide timely and effective support to the community, we know we need to be well ourselves. As such, one of our priorities over this past year has included our continued work to increase our cultural understanding maintaining a safe, inclusive workspace as well as a framework to address inequities that exist for so many. The pandemic has exacerbated income, racial, gender and age inequities, as well as food and housing insecurities and increased mental health and addiction issues. Our Equity and Inclusion Action plan and the work of our Equity and Inclusion Advisory Committee will help keep us attentive to these biases and social injustices.

We have also continued to develop the work of our Indigenous practice expanding our team to include an oskâpêwis and a manager. We are looking forward to providing more families with connections to their culture and community and to developing an evaluative framework to increase our current capacity.

The Family Centre has been very intentional to develop so many partnerships over our 80 years. These relationships have been critical in our joint efforts to address the social inequities and the ongoing challenges we all face at one time or another. We know that we are more effective and efficient when we work together.

I would also be remiss if I did not acknowledge our Board of Directors and the many hours they have contributed to guide and support our work. We have received unwavering leadership and oversight.

It has been my great privilege to work alongside all of you.



# Celebrating 80 years



**Family Development was created.** We understood that being in a relationship or being a parent didn't come with a manual, with support we could enhance individuals' and families' lives.

1960s



**Employee Assistance Program was created** and TFC participated in the only national non-profit that exists to this day. We knew we could help employees and organizations be healthy, and by developing an entrepreneurial arm of TFC, we could create some autonomy applying resources in innovative ways.

1980s



**Partners for Kids (PFK) was invented.** We recognized that by delivering free services in the community with a multidisciplinary approach, we could reach the vulnerable children and families that would otherwise not be able to access our services. PFK was our first attempt at partnership—it's now a critical success factor and very much a part of our culture and how we do business.

Mid 1990s

1940s

**At our inception** The Family Centre (TFC) was one of 28 foundation agencies supported by the United Way (then known as the Community Chest). We provided counselling services; we believed that we could help people heal from trauma, we started our wellness work during the second world war.



1970s

**Parent Aide program was invented.** We wanted to provide services in the community in family homes where parenting occurred.



Early 1990s

**Family Preservation program was invented.** We knew too many children were coming into care and families were struggling to be together.



2000s

**TFC invented an attachment-based developmental model of residential care to support high-risk youth.** We projected that we could work with the most vulnerable traumatized, often rejected and ignored population and help them feel a sense of belonging, dignity, stability, and mastery.

# Celebrating 80 years

**TFC became part of Neighbourhood Empowerment Team (NET).** We were asked to become a partner because of our ongoing relationship with United Way and our experience being partners. NET is the only community development program of its kind in North America.



**TFC invented Reunification Homes.** We knew that children had the right to see their parents daily and that parents with consistent guided support could change the trajectory of multigenerational care, keeping their children.



**We joined a larger initiative: All in for Youth.** We understood that the wrap-around concepts in partnership could increase the potential of children succeeding in school and ultimately finding vocations supporting themselves and their families.



**We were invited by the Ministry of Children Services to provide Rapid Access Counseling (RAC)** to Family Resource Networks province wide. COVID increased comfort levels with online services providing us an opportunity to expand our reach to smaller communities throughout the province.

2000s

2010

2016

2022



2009

**Outcome Based Service Delivery (OBSD) was invented.** We understood that children needed to grow up in their family in their community and moved mountains to make it happen.



2014

**We created Drop-In Single Session Counselling.** We believed by enhancing access to services and reducing barriers we could provide individuals with timely, mental health supports when they needed it.



2019

**We invested in our Indigenous cultural understanding** by hiring a Knowledge Keeper (Woman Who Stands Strong) and went on to build an Indigenous Services unit over the next couple of years to enhance our offerings to families.



# Our Year in Numbers

## Translation & Interpretation



documents were translated into a different language



We reduced the language barrier for newcomers accessing essential services by providing **653** interpretations

## Education Services

**1,487** people participated in **202** classes designed to enhance skills in parenting, relationships, communication, and self-regulation



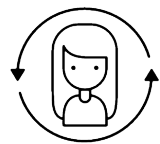
We provided **354** subsidies to remove financial barriers for those desiring improvement through our classes

## Families, Youth, & Children



children and youth lived in our reunification homes

The Family Support Services team supported **426 families** and **879 children and youth**



We brought families together **83** times in circles, ceremonies, and family group conferences to plan for the children they care about

We were able to keep **191 children** in family care through our Kinship program



## Counselling

**8,384** people accessed **47,857 hours** of counselling



## Community Initiatives

Roots and Wings

assisted **1,337** families with parenting skills, finances, mental health, and community connections

Cultural Coaches

engaged with **694** students to help adjust to life in Canada

Success Coaches

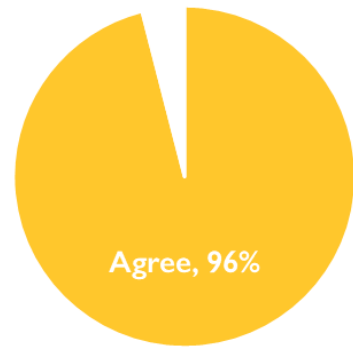
supported **3,908** students to become positively engaged in school

Youth Liaisons

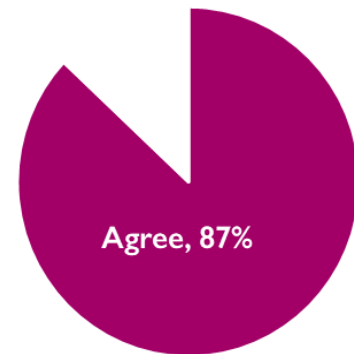
facilitated **49** projects engaging over **691** youth and community members to improve community safety and increase youth empowerment; engaged and supported **402** people through community events, resource mobilization, and presentations.



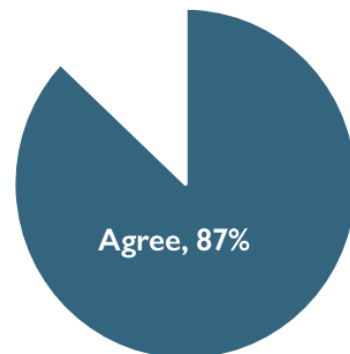
# Feedback From Our Clients



I felt safe when I received services from The Family Centre.



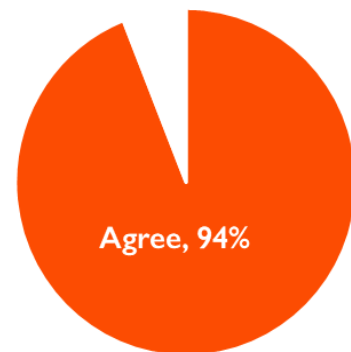
I had a lot of control over how services were provided to me.



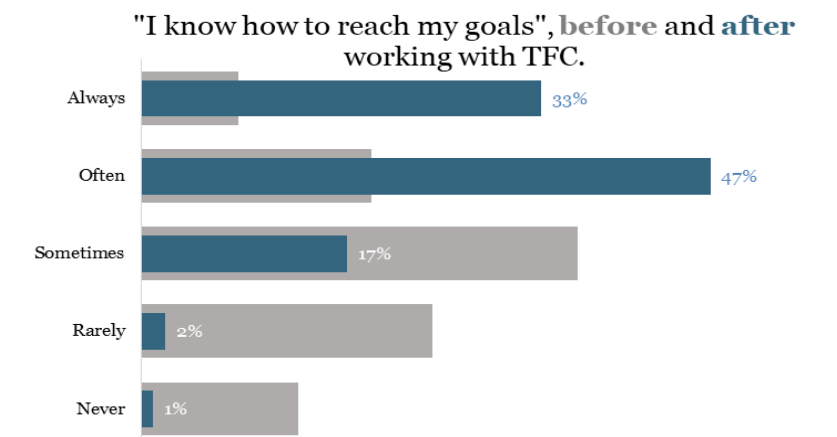
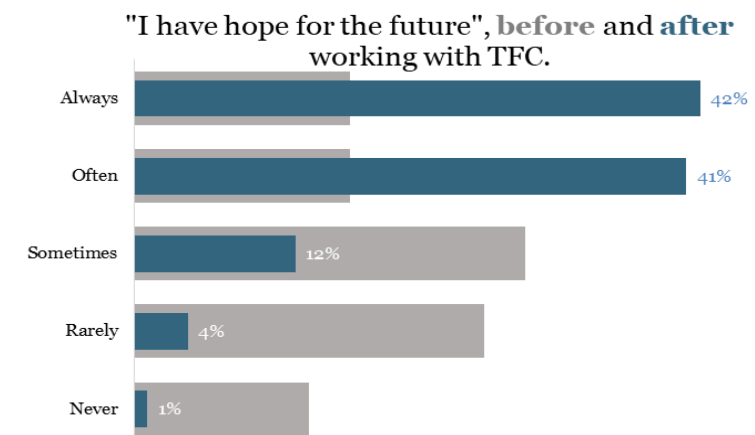
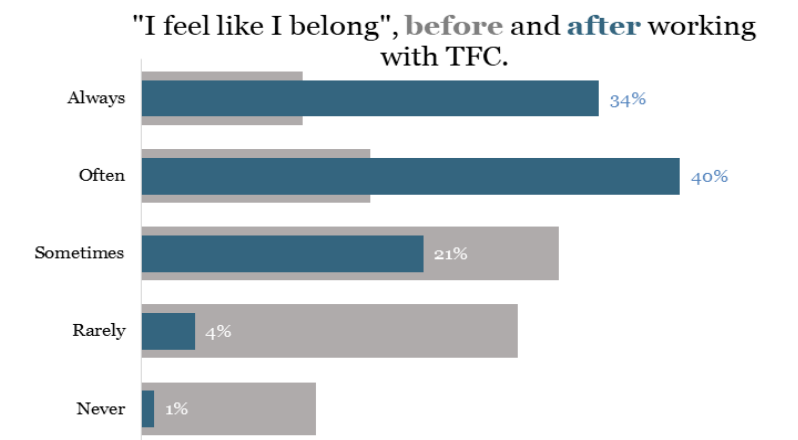
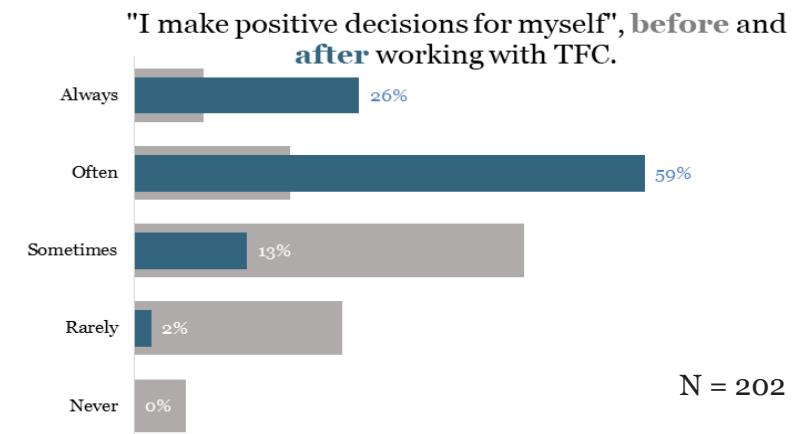
I feel stronger as a person because of the services I received from The Family Centre.



I trust the people who work at The Family Centre.



When decisions were made about my services, I felt like I was a partner with the staff and that they really listened to what I wanted to accomplish.



# Long Serving Employees

The Family Centre works hard to create an agency that engages and motivates employees. We believe that by providing employees an opportunity to learn, grow professionally and personally and aspire to their passion, we can provide better services to the Edmonton community. We want to honour the following employees by acknowledging their anniversaries.



**Pauline Smale, 30 years**

This year, Pauline Smale celebrates a remarkable thirty years with The Family Centre. But did you know that she first worked at the Centre for two years in 1986? Initially hired as a Youth Worker, Pauline has held roles including Program Coordinator of Family Preservation, Manager of Community Support Services, VP of Client Services, and now serves as our CEO. Pauline's dynamic, inspiring and caring capacity to grow collaborative service delivery amongst various agencies is laudable. Her commitment to our vision of "Healthy families in healthy communities" is evident in every aspect of her work. Pauline is truly remarkable, balancing strong business acumen with an empathetic heart.

Pauline rarely speaks of her accomplishments, instead focusing on the outcomes achieved by others. She prioritizes staff well-being, growth, and development, leading by example with her often-heard mantra: "We believe we can do things together, better than apart". This driving philosophy is evident as Pauline meets the challenges inherent in addressing community service gaps. She leads this charge with the humility, curiosity, and focus that garners respect from internal and external stakeholders alike.

On behalf of the Board, I am delighted to recognize Pauline as a loyal, kind, and committed leader who constantly strives to ensure the Family Centre meets and exceeds the delivery of services needed by Edmonton children and families. Pauline, your knowledge, and passion are inspirational. We will rely on your dedication and leadership as the TFC continues to provide exemplary service to our community! Congratulations on your 30+ years of service!

written by Page Stuart



**Shawna Huff, 20 years**

Shawna has dedicated most of her professional life to TFC. As the Director of Quality Improvement and Knowledge Management her work extends throughout the entire agency and ensures our practice exceeds standards of excellence through our performance and quality improvement framework and our trauma informed culture of care. Most recently she has established our Leadership Development Program, our Growth and Development Unit and our Indigenous Services Unit.

written by Pauline Smale



**Mandy Heikkila, 15 years**

Mandy, our Administrative Services Team Lead, is known to have strong work ethics, and to be genuine, honest, and warmhearted. Mandy is a proud TFCer. She is committed to do exemplary work because she believes in our agency vision - healthy families in healthy communities. We are proud and grateful to have Mandy as part of our work family. She is important to me and to The Family Centre. Congratulations and happy 15th work anniversary to Mandy!

written by Laura Chen



**Christine Duggan, 15 years**

Christine started her employment with The Family Centre in 2007 as a Family Support Worker. Since that time, she has held a number of different positions within Family Support Services and the TFC Leadership team, creating opportunities for her to utilize her knowledge, skills and strengths towards her passions of supporting children, youth, families and staff. Christine's approachable demeanor, infectious laugh, and bubbly personality have meant that she is able to build meaningful relationships with those she comes in contact with. Christine has touched the lives of many TFC'ers, as well as the clients that we serve.

written by Jennifer Hayes

## 5 Years

Yolima Montano	Alexandra Marshall
Bernie Giwa	Meredith Greig
Trina Moser	Sujata Poudel
Heather Frayne	Moriah Erbacher
Samantha Howe	Colleen Auger
Maseray Bangura	Leah Gardenits
Kaitlyn Smith	Alma Christian
Cassie Anthony	Daniel Dannhauer
Megan Strauss	

## 10 Years

Liliana Bolanos  
 Juan Chacin  
 Stephanie Kolibaba  
 Navdeep Shergill  
 Hermila Rodas  
 Brian Horne  
 Nicole Jiang  
 Rachelle Smeding  
 Nikki Houde

# Employee Awards

Each year we take the time to honour employees that reflect The Family Centre's culture and the values we aspire to.

## Walk the Talk Award

Walk the Talk award acknowledges an employee who has demonstrated outstanding skill and empathy in their dealing with others. The Family Centre believes in the importance of dealing with people skillfully, compassionately, and respectfully.



Award winner Brooke Wilson, nominated by Erik Yuson

Award winner Sheila Ferreira, nominated by Michelle Gibson



## Staff Development Award

The Staff Development award is given to an employee, who has made outstanding contributions to staff development. The Family Centre believes in the importance of mobilizing well trained professional employees in all areas of the agency.



Award winner Jaclyn Wickens, nominated by Michelle Gibson, Natasha Pasemko, Chelsey Yee, and Sarah Garrison

## Above and Beyond Award

The Above and Beyond award acknowledges employees who have gone above and beyond the duties of their position for the betterment of The Family Centre. The Family Centre believes in the importance of extending oneself in an effort to grow professionally while focusing on the larger scope of TFC.



Award winner Jenna Boonstra, nominated by Amy Caieux, Isha Adams, Erin Wadup, and Katrina Lessard



# United Way Award

[Read the full blog post](#)

We are so honoured to have won this year's Funded Partner Campaign Award! The award goes to the United Way Funded Partner that showed outstanding commitment, dedication, and creativity executing their employee giving campaign.

As a United Way funded partner, we can tackle some of our communities' most difficult challenges by providing critical support through

- our free drop-in counselling and subsidized goal-oriented counselling
- 8 All In For Youth schools
- mental health supports in 48 schools through therapy and our success coaches
- our Neighbourhood Empowerment Team by creating opportunities to develop community and youth safety

Being a funded partner of the United Way helps us continue to guide families and youth down a path of recovery, healing, and success. Our yearly campaign highlights the partnership that helps make a lot of our work in the community possible.

We are so proud to be a part of The United Way and to support the campaign!

*"I know that by supporting the United Way, I am able to support the good work that my colleagues and I are doing so that we can keep doing it. I believe in the work we do."*

## Success Stories

### Zane's Story

[Watch Zane's Video](#)



Zane had experienced many traumatic events before their first day of junior high. Among bouncing around from school to school, Zane had a front-row seat to addiction, dangerous behavior, and emotional abuse. Due to these experiences, Zane was at high risk of self-harm and suicidal ideation. Zane was angry at the world, and they made it known.

When Zane stepped onto the grounds of Highlands school, a shift began to take place for them. "This is one of the best schools that I've ever been to. I was really happy I got to stay at the school because I got to grow with the school and meet amazing staff," boasted Zane. One of those staff members was Erin, The Family Centre's success coach. "Being involved with Erin has helped change my mood and change my perspective on a lot of different things."

Emotional awareness was something that Zane had to build. Anger was an emotion they felt comfortable expressing and could go to in the snap of a finger. Erin helped them focus on their feelings and use coping strategies. "I try and ground myself and find out why I'm feeling this way. If I ever need words of encouragement, I can go to Erin, and she helps with that a lot."

Before, if Zane got angry, they would shut down. They found a way to take their pain and channel it productively. Controlling their anger has allowed strong relationships to enter their lives. They can now enjoy going to public spaces because of the coping strategies and safety plans they have in place.

Zane's triumphs did not go unnoticed. They were presented with the Resiliency Award at their school. "When I won the award for resiliency, my class went completely wild. Realizing that everyone cared, it was a really nice feeling. I realized that I am resilient and that I won't let things hurt me as much as they used to."

### Janine's Story

[Watch Janine's Video](#)



Janine's two biological children were already school-age when she and her then-partner were asked to care for his nieces and nephews.

They first took in infant twins. Soon after, they started visits with the twins' older sister, and later on, she also moved into Janine's home. There are six siblings in this family, and Janine brings the siblings together for visits, ceremonies, and celebrations.

The Family Centre has supported Janine with finding a larger home, arranging family visits and training, getting moccasins made for the children, and more. "The Family Centre has been amazing. There is an unlimited amount of things that my kinship worker Leah and others have done for the children and me. I would probably need a month to write down everything they have done for me. It's real people helping real people," Janine says.



## Board of Directors

- Page Stuart . . . . . Chair
- John Cotton . . . . . Vice Chair
- Faye Rault . . . . . Treasurer
- David Anderson . . . . . Director
- Sophia Kasozi . . . . . Director
- Irene Fraser . . . . . Director
- Jade Gagnon . . . . . Director
- Gerard MacLellan . . . . . Director
- Kathy Vasko . . . . . Director



## Financial Statement

### Income

United Way: Allocation . . . . .	\$846,420
United Way: All In For Youth and Youth Capacity Grants . . . . .	\$1,228,594
Provincial Contracts . . . . .	\$3,152,739
Collaborative Service Delivery Contracts . . . . .	\$16,229,596
City of Edmonton: FCSS . . . . .	\$1,201,778
Fees for Service . . . . .	\$2,817,044
Grants . . . . .	\$192,976
Interest, Casino, and Other . . . . .	\$37,282

**Total \$25,706,429**

### Expenses

Salaries, Benefits, and Contracted Services . . . . .	\$18,919,036
Occupancy and Office Costs . . . . .	\$2,034,824
Program and Client Expenses . . . . .	\$5,102,997

**Total \$26,056,857**

*This information is courtesy of The Family Centre of Northern Alberta*



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