



Vancouver Aboriginal Child and Family Services Society

2014 ANNUAL REPORT



VACFSS ANNUAL REPORT



VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Our Children, Our Future, Our Responsibility

JUNE 2014





OUR LOGO

Laurence Wilson, from the Nisga'a Nation, designed the Vancouver Aboriginal Child and Family Services Society logo in 1993. The translation for the logo is "Human and Wolf Child". As the wolf represents family, this is a perfect symbol for our Agency, which has been established to strengthen Aboriginal families. Laurence Wilson was born in 1954 in Nass River, an area located near the North Coast of British Columbia. Laurence has apprenticed under Norman Tait, a highly regarded West Coast artist for three years, and attended the prestigious Native art school, 'Ksan, from the beginning of 1978 to the end of 1979. He prefers to use such mediums as wood, canvas and hide in order to produce original paintings, drums and two-dimensional carvings. With his extensive background in design and form informed by his culture, Laurence Wilson has become one of the many prominent Native artists in British Columbia.



OUR MISSION, OUR VISION

OUR MISSION STATEMENT

Provide holistic service delivery that culturally and spiritually strengthens Aboriginal children and families.

OUR VISION STATEMENT

A balanced and harmonious Aboriginal community.

OUR POLICY STATEMENT

An Aboriginal perspective will be acknowledged, respected and legitimized through policy. An Aboriginal presence of knowledge and thinking will be reflected throughout VACFSS programs, policies, and practice.

OUR PHILOSOPHY OF SERVICE DELIVERY

We ensure that the rights, safety, well-being and spirit of Aboriginal children and families are upheld, honored and protected. We strive to eliminate oppression, discrimination and marginalization within our community. We acknowledge and honor the inherent wisdom, capacity and resourcefulness of our community in designing programs and services to care for our own children and families. Accordingly, we are dedicated to planning, developing, and implementing creative and innovative Aboriginal programs and services in collaboration with members of our community and other agencies.



OUR VALUES

HUMILITY

Humility is putting others first by giving up what you think you deserve; Mother Earth for she provides our every need and loves us even when we do not listen to her; a newborn baby coming into this world with nothing but their small presence asking only to be loved and cared for; recognizing what we give in our lives and being thankful for each new day.

STRENGTH BASED PRACTICE

VACFSS incorporates a strength-based approach to service delivery. We believe in empowering people to trust that they have both the capacity and mastery to take responsibility for their own healing. By carrying the teachings of our ancestors and incorporating Aboriginal cultural customs within our social work practice, we can facilitate healing opportunities and share in the successes of Aboriginal children, families and the community that are involved with VACFSS.

RESPECT

Respect flows freely from the Creator to and through everyone and everything without judgment, from the tiniest child to the oldest Elder. It is the basic law of life that allows feeling and showing honor for all the creator's creations; all cultures, all ways and all paths to the creator which keeps the circle flowing in a good way.

INTEGRITY

Integrity is doing the right thing even when nobody's watching.

BELONGING

Belonging is creating authentic connections that encourages healthy and caring relationships with our children, families and community.



TABLE OF CONTENTS

BOARD OF DIRECTORS	1
MESSAGE FROM THE CHAIR	2
MESSAGE FROM THE CEO	4
DIRECTOR OF PROGRAMS	7
HUMAN RESOURCES AND QUALITY ASSURANCE	9
FINANCE AND INFORMATION TECHNOLOGY	13
CHILD PROTECTION	16
INTEGRATED SERVICES	27
RESIDENTIAL RESOURCES	33
GUARDIANSHIP	37
AUDITOR'S REPORT	40
PARTNERS	68
ORGANIZATIONAL CHART	69

“LIKE BRANCHES OF A TREE, WE GROW
IN DIFFERENT DIRECTIONS, YET OUR
ROOTS REMAIN AS ONE. EACH OF OUR
LIVES WILL ALWAYS BE A SPECIAL PART
OF THE OTHER’S.” - AUTHOR UNKNOWN





BOARD OF DIRECTORS

THE BOARD OF DIRECTORS AS OF THE 2013 ANNUAL GENERAL MEETING

Linda Stiller	Chair
Madeleine MacIvor	Co-Chair
Richard George	Treasurer/Secretary
Susan Tatoosh	Director
Lee Brown	Director
Marilyn Mura	Director
Leona M. Sparrow	Director
Virge Silveira	Director



MESSAGE FROM THE CHAIR


I am honoured and proud to present the 2014 Annual Report and to reflect upon the great accomplishments of the Vancouver Aboriginal Child and Family Services Society. The Board's strategic priorities were originally established in 2005. In November 2013, the original priorities were reviewed against accomplishments to date and the board formalized the following Four Strategic Priorities to guide the agency over the next five years:

- » Enhance and implement culturally and spiritually appropriate strategic services and practices to facilitate moving children, youth and families beyond continuing care
- » Design, develop, implement and review effective communication and risk management strategies
- » Ensure strong governance and continue building the capacity of VACFSS and to;
- » Share our Aboriginal experiences in developing and implementing VACFSS Aboriginal child welfare policies and practices

As a community based agency, VACFSS has consistently maintained accountability to members, the broader community through various protocols and memberships, as well as to our funder, the Ministry of Children and Family Development.

As a provincially delegated agency, providing statutory child welfare services, VACFSS has dual accountability to both its membership and the provincial Director, who provides the legal authority to the agency. As specified in the Delegation Agreement, VACFSS maintains accountability by adhering to Aboriginal Operational and Practice Standards (AOPSI), by being subject to Practice Audits, and by fulfilling the terms, conditions and deliverables of our funding agreements. VACFSS has consistently met or exceeded provincial standards and AOPSI criteria for service delivery, and some of the identified agency strengths include strong leadership, staff commitment, and strong client engagement through the annual implementation of client surveys. We can take pride in the fact that we effectively use our funding mostly for direct program costs and concrete support and services to our clients, and that we are an active and busy organization serving a great number of families as evidenced by our caseloads.

To ensure community accountability, VACFSS has been formulating community advisory committees, providing community reports, monitoring and evaluating our performance by conducting environmental scans and program audits involving stakeholders, upholding the Board Constitution and By-laws, implementing policies regarding membership and conduct, and ensuring representation and good governance through committees and other processes. Since we are mandated to serve Aboriginal families living in the city of Vancouver, our Board of Directors represent the skills, experience and education that best serve all VACFSS children and families. All potential Board Members are rigorously screened and interviewed by a Nominations Committee under bylaws established by the Society, and the Governance Committee identifies education and training to enhance leadership development, and monitors the system of governance.



Clearly we have been effective, with gratitude to our devoted staff. For example, our average number of children-in-care has been progressively declining since 2010. Our outcomes for youth aging out are showing improvements in educational attainment. An average of 37% of VACFSS children in care achieved Grade 12 completion (Dogwood certificate) over the last 4 years, compared to 15.5 % of Aboriginal students in care as identified in the RCY's 2007 Report, "The Health and Well Being of Children in Care in BC". Our most recent Client Satisfaction Survey indicated that 84% of the survey respondents were satisfied with their VACFSS worker.

In closing, I would like to thank our CEO and staff, as we continue to strive for better outcomes for our children, and to my fellow board members for their volunteerism, dedication and their continuous scrutiny to ensure a voice for our families.

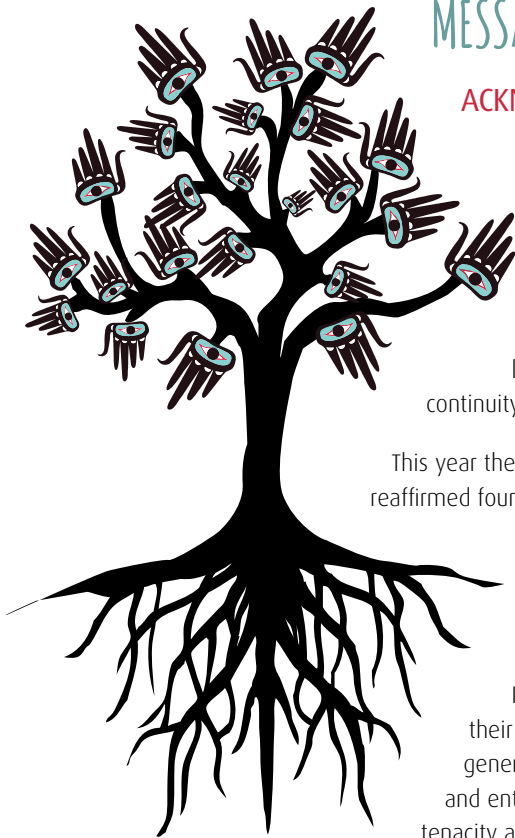
Respectfully Submitted,

LINDA STILLER
CHAIR, BOARD OF DIRECTORS



MESSAGE FROM THE CEO

ACKNOWLEDGEMENTS



I want to begin by acknowledging the individuals and collectives that contributed to the achievements summarized in the 2014 department and program management reports. I draw my greatest support as the CEO from the Board of Directors. The Board as a collective creates the environment for which we carry out the mandate of VACFSS. Their collaboration, diverse expertise, leadership, shared vision, and their ongoing commitment provides the continuity and stability necessary for a developing and complex organization.

This year the Board revisited their strategic priorities, established in 2005, and reaffirmed four of their original six priorities, identified in the Chair's 2014 report. The CEO with the involvement of Directors and Program Managers develop their work plans specific to each program and include goals to support the Board's strategic priorities. Work plans and associated progress are presented at our annual fall management/board meeting.

I draw my inspiration from my fellow social workers who dedicate their lives to the role of helper. I am grateful to work alongside a new generation of social workers who bring renewal in the form of new ideas and enthusiasm. Each of the workers at VACFSS is commended for their tenacity as they navigate through changes in legislation, a new information system and revised policy. Despite this administrative burden, our social workers engage clients through a very difficult process of change that is multilayered with intergenerational trauma and social and economic barriers. We are proud of the outcomes evident in our work including youth engagement, our use of collaborative practice, use of out of care options and alternate placements, rate of contact facilitated between children in care and their families and the participation rate of families in our individual and group support services. The management and administrative staff who support the social workers work tirelessly in their roles and they are appreciated for their compassion, organizational skills and leadership.



STAFFING

The number of qualified staff applying through the website, combined with the practicum placement of 4th year BSW students, has generated optimal recruitment outcomes. VACFSS has a steady flow of applicants through its website and therefore has not had to actively advertise through the various jobsites. We are experiencing the benefit of our administrative staff and front line social workers moving into supervisory positions. The succession from within maintains the VACFSS values, knowledge and practice that supports restorative child welfare practice and ensures continuity for clients and partner agencies. The three most recently hired managers progressed from front line positions. They represent a new type of leadership that have as their foundation: advocacy, grounded experience with Aboriginal families, knowledge of and respect for the diverse cultures of the people we serve, policy and practice redefined from an Aboriginal lens, participation in meaningful and continuous dialogue on VACFSS policy and practice, annual data gathering, research and evaluation, nurturing community partnerships, client and community engagement and they have supported significant organizational change.

Our staff retention rates have gradually improved since 2001. The implementation of the delegated programs resulted in competitive wages, improved resources, increased access to provincial services and the standardization of qualifications. Infrastructure, Resources and Guardianship programs were the first to be implemented and staff with over 5 years experience is at 68% in these programs. In 2008 child protection program was transferred with 30 of the 59 FTE's consisting of staff seconded from MCFD. Since the transfer, VACFSS has recruited its own staff and the retention of staff with 3 years or more is at 51% in child protection. VACFSS continues to retain two MCFD seconded staff who are renewed on a year to year basis. By working with the Director of CFCSA and BCGEU, VACFSS was able to implement equitable wages for staff within the Integrated Services program in 2013. It is anticipated that the Integrated Services which shows the lowest staff retention rates will show increased staff retention in the coming years.

RESTORATIVE CHILD WELFARE PRACTICE

VACFSS continuously reframes provincial legislation and MCFD policies to establish a practice that is congruent with the lived experience of the families we serve. Policy and practice is reframed in a number of different ways including developing in house policy, identifying gaps in MCFD policy, re-allocating resources and developing partnerships to meet client concrete needs, facilitating collaborative practice throughout the case management process to ensure that families have multiple opportunities to engage with services. Client feedback is collected, reviewed and reported on a continuous basis through our quality assurance process.

To facilitate dialogue on policy and practice in a meaningful way, we have prioritized research as a venue for learning. We achieve dialogue through research by hosting Masters and Doctoral students who meet the criteria set out in our VACFSS Research Terms of Reference and; who have the approval of the VACFSS research committee comprised of Managers and Board members. The most recent in house research project titled "Strengthening our Practice" focuses on the practice pathways available through the legislation and within the VACFSS service structure that support "restorative child welfare practice". By utilizing non punitive pathways in the legislation to support service plans that are child focused and family centered, we are evolving a child welfare service that is experienced as "restorative" and supportive of the children, youth and families we serve.



FINANCIAL STATUS

The financial audited statements of the last two fiscal years show that our expenditures exceed our annual funding from MCFD. We have been able to sustain essential service levels by drawing from past year efficiencies and allowable surpluses. The short fall of 1.3 million dollars this year relates to: an increase in child specific specialized placements, unfunded positions that are deemed critical to address work load and an increase in administration costs where funding has not been adjusted over a period of ten years. A detailed report on the unfunded liabilities has been provided to MCFD annually since 2008. We anticipate that MCFD will work with us in developing a plan to address the short fall as the availability of funds from past year efficiencies decreases.

SUMMARY

Recognizing and building on the achievements of past and current employees is a key value at VACFSS. There have been many people over the past twenty years that have supported and contributed to the incremental success of VACFSS often through periods of turbulent change. Staff retention is a key priority and we will continue to invest in the well being of our staff by ensuring competitive wages, promoting respectful communication, addressing workload, staff recognition, wellness programming, and learning opportunities.

We understand that child welfare continues to be a contentious service due its devastating impact in the lives of Aboriginal families and communities. It is from this history that we are motivated to define and evolve service pathways that are restorative. This task cannot be achieved without critical analysis, re-engineering, reframing, and continuous learning. It requires us to be in relationship with the community and those we serve.

Over time we have initiated and responded to community support. We rely on numerous partners to support the immense scope of work that we are responsible for. A special thank you goes out to our caregivers, our contracted agencies and other partners that assist us in providing services to our children, youth and families.

The ongoing success and development of VACFSS is dependent upon securing adequate resources to maintain essential services. We look forward to another year of strengthening our capacity and providing services to Aboriginal families in Vancouver.

All My Relations,

BERNADETTE SPENCE
CHIEF EXECUTIVE OFFICER

DIRECTOR OF PROGRAMS

SOHAN SINGH

The Director of Programs works under the direction of the CEO to support and coordinate the functions of the Guardianship, Resources, Family Preservation/ Integrated Services and Child Protection Programs. The Managers of each of these Programs reports to the Director of Programs as do the Research and Policy Analyst and the Special Projects Officer.

Collaborative planning and an integrated approach to practice are utilized to enhance strength-based and culturally relevant service delivery to children, youth, and families. We have worked to promote and embed these practices among staff and in our relationships with service recipients and community partners.

INTER-PROGRAM COLLABORATION

PROGRAM MANAGERS' MEETINGS

The Program Managers meet bi-weekly. The purpose of this meeting is to provide an opportunity for Managers to discuss new policies, initiatives, and to work collaboratively on developing guidelines or approaches to improve our practice and service delivery. The Managers provide updates from their Program areas and we consider and develop joint strategies to accomplish short and long term goals. These meetings have been very productive and have created an environment of shared responsibility for the provision of quality services to our children and families.

INTEGRATING OUR PRACTICE MEETINGS

The Integrating Our Practice Meetings are an initiative that commenced in late 2012. These meetings occur bi-monthly and include all practice leaders at VACFSS: Director of Programs, Program Managers, Team Leaders, Program Coordinators and Program Consultants. The primary purpose of these meetings is to enhance the relationships among the program areas in order to promote a more cohesive and integrated approach to child welfare practice. Each program has had an opportunity to present and highlight a key aspect of their program and to explore its implications for practice in all the program areas. These are exciting meetings that promote growth in our clinical knowledge

and practice. All participants are very positive and enthusiastic about this initiative and indicate that it has contributed to a deeper understanding and appreciation of the continuum of child welfare services within VACFSS.

VACFSS SPECIAL PROJECTS

VACFSS currently has three special projects underway: 1) Culturally Relevant Urban Wellness (CRUW) program; 2) Strengthening our Practice (SOP); and 3) Rites of Passage. Both CRUW and SOP are now in their third year of practice and development. The Rites of Passage project was introduced in 2014. All special projects are briefly detailed below.

CULTURALLY RELEVANT URBAN WELLNESS (CRUW) PROGRAM

The CRUW program continues to support youth to acknowledge green space as a critical source of wellness and a context for concrete skill development. Through the inclusion of non-Aboriginal youth from Pacific Community Resources Society, CRUW supports cross-cultural learning and exchange-promoting emotional and cultural competence, and breaking down stereotypes and discrimination. Grounded in an Elders Advisory Circle, and supported by a Youth Mentor Committee, CRUW has expanded into two new areas in 2013. The core program continues to operate at the UBC Farm. In addition, we have developed a Life Skills program and a drop-in program at Cottonwood Garden in Strathcona Park. Together these three aspects of CRUW provide beneficial and supportive services to more than 100 youth annually.

STRENGTHENING OUR PRACTICE (SOP)

The SOP special project is currently concluding its second phase, involving the production of case studies showcasing restorative Aboriginal child welfare practice within each practice program. These case studies were developed by internal working groups led by program managers, as facilitated by consultants from the International Institute for Child Rights and Development (IICRD).



rites of passage

In 2014 VACFSS launched the Rites of Passage special project. This project acknowledges the importance of rites of passage ceremonies as critical milestones within the growth and development of Aboriginal children and youth. VACFSS currently offers a New Life ceremony for infants, and an Honoring the Journey of Our Youth ceremony to acknowledge youth who complete their journey in care at the age of 19. The Rites of Passage special project will involve further consultation with Elders and Knowledge Keepers, and a critical review of literature and child welfare

policy, to identify major ceremonies to be offered to children, youth and families receiving services from VACFSS.

A TIME OF COHESION AND ENGAGEMENT

Last year was a period of significant change in the Management Team, while this year has only seen the addition of a new Guardianship Manager in August 2013. Within a relatively short period of time we have formed an extremely dynamic and cohesive group of highly competent managers. We hold a shared vision of providing the highest quality services to our families in the context of an effective and inclusive process of staff and community engagement.

HUMAN RESOURCES AND QUALITY ASSURANCE

PAUL HUCUL, DIRECTOR

MANDATE

The mandate of the Human Resources and Quality Assurance (HRQA) Department is to develop and administer programs in the following areas: Recruitment, Selection, Training and Staff Development, Practicum Program, Performance Management, Labour Relations, Compensation Management, Records Management, Information Management, Occupational Safety and Health, Wellness, Benefits Administration, HR policies and procedures and Quality Assurance.

OVERVIEW

In the 2013/2014 fiscal year, a significant amount of Human Resources activities in the agency were geared toward recruitment, selection and training. Recruitment activities were further refined and drew a great number of applicants to VACFSS. In addition, Human Resources activities in the 2013/2014 fiscal year ensured that vacancies were filled in a timely fashion with a greater emphasis on Aboriginal selection. Resources were applied to training. Initiatives included: Delegation Training for the Family Preservation Program, Integrated Case Management (ICM), leadership and supervisor training, Non Violent Crisis Intervention and Bullying and Harassment Prevention. Resources were applied to functions and activities which focused on strengthening initiatives and mitigating risks and a great effort was made toward creating a welcoming work environment. Furthermore, in order to strengthen its practice, VACFSS continued to ground its practices and procedures in cultural concepts and protocols.

HRQA also engaged in a Labour Relations strategy which attempted to balance labour harmony and management rights. Moreover, HRQA continued its client advocacy system through the Quality Assurance Program which resulted in a greater voice for VACFSS clients.

STAFFING (AS OF MARCH 31, 2014)

VACFSS made every effort to ensure that there were the necessary staffing levels to meet its service level mandate. Staffing includes a mixture of VACFSS Regular Employees, MCFD Secondments and Casual Employees. VACFSS has 141 funded positions. In order to

supplement staffing levels, VACFSS has created additional Authorized Positions and applied efficiencies to bring up the total complement of employees to 159.

In addition, 54% of VACFSS staff members were of Aboriginal ancestry to reflect the demographics of the clients that VACFSS serves.

Recruitment initiatives of HRQA have been very successful in that there were 849 applications to VACFSS resulting in 25 new employees hired and 18 (72%) of these new hires were of Aboriginal ancestry. In addition, there were also 39 internal selections. The turnover rate for VACFSS increased to 13% compared to 9.4 % for the 2012/2013 fiscal year. There were five (5) retirees in the 2013/2014 fiscal year which accounted for the increase. Excluding the retirees, VACFSS' turnover rate was 9.9%.

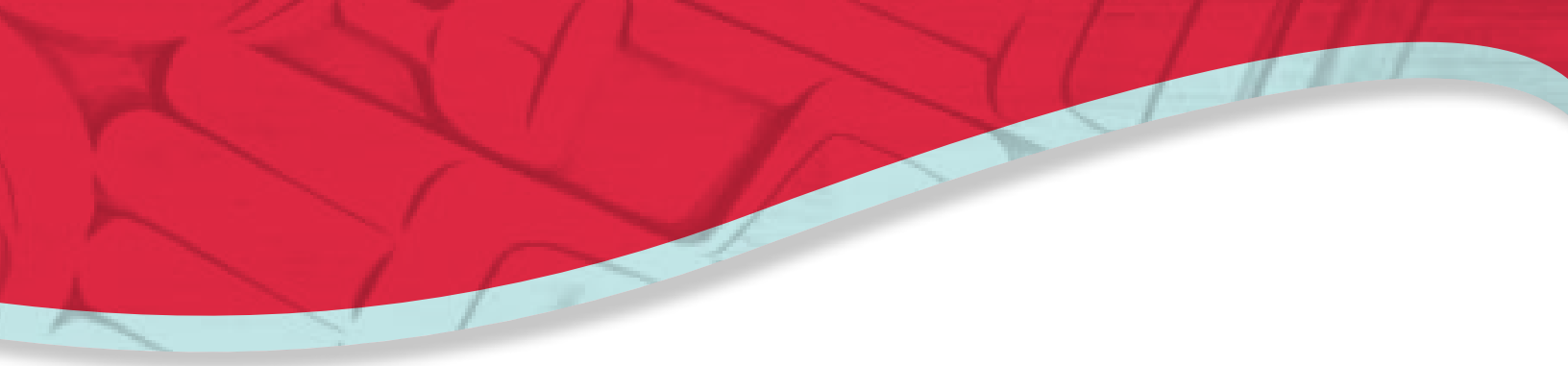
PRACTICUM PROGRAM

HRQA has maintained a very successful Practicum Program at VACFSS. The program supports Social Work students in completing their education/training by providing them with valuable practice experience and encouraging future applications to VACFSS. The students also provided significant assistance to VACFSS workers in practical ways. An additional value was to add to the solid branding of VACFSS.

In 2013/2014, ten (10) practicum students completed placements at VACFSS including four (4) of Aboriginal ancestry. A number of these students are seeking employment with VACFSS.

EDUCATION AND TRAINING

Extensive training was provided to VACFSS staff in the 2013/2014 fiscal year. VACFSS provided an in - service training program on Harassment/Anti Bullying to fulfill its obligations under the WCB regulations and WorkSafe BC requirements and 129 employees attended. HRQA continued to support Leadership Training at VACFSS under Siyamints (see-yom-main-ts). Seventeen (17) Supervisors/Team leaders and Senior Social Workers received Clinical Supervisor Training from MCFD. Managers also received in - house training in management



and leadership skills. Three (3) sessions of the Non Violent Crisis Intervention program were delivered by VACFSS HRQA staff utilizing the Crisis Prevention Institute (CPI) model and forty – eight (48) employees attended. The Pacific Institute also delivered “Thought Patterns for High Performance” to fifteen (15) Administration staff. A very significant delegation training program was provided to seventeen (17) Family Preservation Counselors and Team Leaders by the Caring for First Nations Children Society which allowed the Integrated Services Program to have C-3 Delegation status.

LABOUR RELATIONS

HRQA continued to work out issues with the BCGEU. Labour Management Committee meetings were held every two months. Several labour issues were resolved without going to the grievance process and seven (7) grievances were filed and a total of three (3) grievances were outstanding.

Collective Bargaining resumed in 2013 and 2014 between the Community Social Services Employers Association (CSSEA) and the Community Social Services Bargaining Association (CSSBA). VACFSS management represented VACFSS’ interests at the bargaining table. The 2014 – 2019 Collective Agreement was ratified.

OCCUPATIONAL SAFETY AND HEALTH (OSH)

VACFSS continues to invest significant resources into the OSH program. The infrastructure at all sites is continually being replenished including Joint Occupational Safety and Health Committees along with Emergency personnel. Meetings are held monthly. OSH procedures are in place and the OSH manual is posted on the Intranet. Emergency fire drills have taken place at all sites. A two day OSH training was provided to seventeen (17) Supervisors and Managers by the OSH Consultant.

The Workplace Violence Protection Program continued to be enhanced and the Non Violent Crisis Intervention Program (CPI) was delivered to forty – eight (48) VACFSS employees in the 2013/2014 fiscal year. Violence Prevention Committees were in place at all sites and members received training from a prominent OSH Consultant.

The Anti Bullying and Harassment Program was intensified and policy statements were further developed and one hundred twenty – nine (129) employees were provided training.

VACFSS is faced with the ongoing challenge of emergency personnel turnover, continual OSH training, procedure writing and amendments, OSH administration and Emergency drills. The main focus is on Workplace Violence.

QUALITY ASSURANCE

The Client Complaint Resolution Process (CCRP) was administered by the Quality Assurance Advisor under the Director of Human Resources and Quality Assurance. Fifty - Four (54) complaints were made to VACFSS and twenty – nine (29) were resolved at the Local Resolution Stage. 36% of closed complaints were resolved within 30 days. The process continues to demonstrate that VACFSS has an administratively fair complaints process in place for its clients. The Quality Assurance Advisor will continue to coordinate and assist Program Managers in achieving the 30 day compliance requirement.

Between March 1, 2013 and March 31, 2014 165 Satisfaction Surveys were given to VACFSS clients (including 43 youth). 84% were satisfied with VACFSS workers and 66% were satisfied with VACFSS services.

WELLNESS: LIVING A HEALTHY ABORIGINAL LIFESTYLE (LAHAL)

VACFSS has continued to support its employees in performing their difficult work by maintaining the following wellness activities:

1. "Massage for Stress Reduction" was provided to staff at the 3 sites
2. Sewing for Wellness was provided to staff
3. Stress reduction through Yoga
4. VACFSS Elder, Orene Brown, provided emotional, physical and spiritual support for all members at all three sites. She provided 642 one – to – one counselling sessions and other interventions with staff. Her work was well received
5. The Critical Incident Stress Management (CISM) Team continued to provide peer support to workers who experience Critical Incidents
6. The Sun Run sponsorship.

CULTURAL TRAINING

Training and education were provided to VACFSS staff members as follows:

7. Elder's Forum - On August 8, 2013, Doris Ronnenberg, Saulteau – Cree Elder, provided training to VACFSS employees about the cultural and cross – cultural protocols which must govern our work as an Urban Aboriginal agency. Twenty – seven (27) staff members attended.
8. One-to-one cultural sessions were provided by the VACFSS Elder.

SUMMARY

In the 2013/2014 fiscal year the HRQA Department continued to be faced with significant challenges as the result of the challenging work environment and an era of greater accountability. Great emphasis was placed in Recruitment of Aboriginal applicants to VACFSS. In addition, The HRQA staff worked extremely hard to provide on – going service and support to all the programs and departments through regular consultation and development of organizational systems and procedures. Agency - wide HR initiatives contributed to a welcoming work environment.

FUTURE INITIATIVES AND GOALS

The following initiatives will be taken in the 2014/2015 fiscal year:

- » Training for VACFSS Team Leaders/Supervisors, Acting Supervisors and Managers will be continued;
- » The Cultural Camp will be held in the Fall and Elders forums will also be provided for staff;
- » HRQA will continue to provide Non Violent Crisis Intervention to all staff members. Training will be delivered by two certified VACFSS trainers under the Crisis Prevention Institute (CPI);
- » A formal Attendance Management Program will be instituted at VACFSS.
- » There will be a continued cultural grounding of HR practices and procedures;
- » Occupational Health and Safety procedures will continue to be developed and amended with an emphasis on workplace violence as well as harassment and bullying prevention;
- » The Quality Assurance Program will be further developed to ensure greater accountability to the clients that VACFSS serves; and
- » Recruitment and Selection initiatives will be intensified to ensure that VACFSS staffing levels are at an acceptable level and that high quality workers are employed. In addition, further initiatives will be taken to increase the percentage of Aboriginal employees at VACFSS.
- » The Finance Department supports the CEO in its continuous negotiations for the necessary resources to serve the needs of our children and families within the Aboriginal community. Ministry of Children and Family Development (MCFD) funds the whole Agency as we continue to strengthen this partnership. It is this relationship that allows us to provide the services and support to our children and families in care. additional funding categorized under capacity building.



FINANCE AND INFORMATION TECHNOLOGY

ROSEMARY LIU, DIRECTOR

REVENUE

The Society's total revenue funded by the Ministry of Children and Family Development (MCFD) for the year ending March 31, 2014 remains at \$30.5 million. We have five contract agreements with MCFD: Family Preservation and Reunification Services, Guardianship and Residential Resources FTEs, Child Protection, Residential Resources, and Infrastructure. There has been no increase in funding this year due to fiscal restraint by government. Of the \$30.5 million annual funding, \$16 million was spent on residential resources, \$10.4 million on direct program costs which includes the salaries of program managers, supervisors, social workers and program administrative support staff, \$2.9 million on general and administrative costs which includes \$1.6 million on administrative salaries and benefits, \$1.4 million on building occupancy costs and \$1.1 million on sub-contractors services. All expenditures greater than our annual funding have been supported by the Agency's efficiencies accumulated over the past years.

STAFFING

We are presently funded for 141 full time equivalents (FTE) of which four employees support Finance and two support the Information Technology (IT) department. The verification and process of payments to our caregivers, contractors, and vendors are completed in house. We processed over 12,000 manual cheques and direct deposits during the year, an increase of two and a half times since the Child Protection program commenced in 2008. The amount of time required for verification of calculations, review of backup to support the cheque requisitions, pre authorization to spend, reconciliations to caregiver contracts, follow-up on missing documentation, coding, and filing have increased exponentially, in addition to the volume increase in cheque printing. Due to the exponential increase in work load with no associated increase to FTE's in the Finance department, we have continued to maintain one unfunded accounting clerk from past year efficiencies. A priority for the Finance

Department will be to present a comprehensive year by year analysis of short falls within each department and program and the factors contributing to the increase in cost. This will be followed by a presentation to the Board and MCFD representatives from our Local Service Delivery Area and the ADM responsible for financial oversight.

INFORMATION TECHNOLOGY

The computer servers have been upgraded to better meet the Agency's needs. Virtual servers have been installed to reduce the use of physical space. Several machines were consolidated into one server to run multiple virtual environments. This also enabled the technicians to isolate independent systems to test new applications or operating systems without affecting other applications. Computers at the Clark Drive office have been upgraded and we have dealt with the internet access speed to serve our clients better.

Contracts have been renewed for cell phones and photo copiers for more efficient services at a reduced cost.

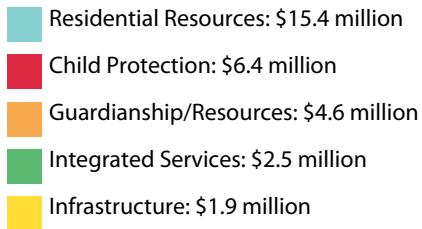
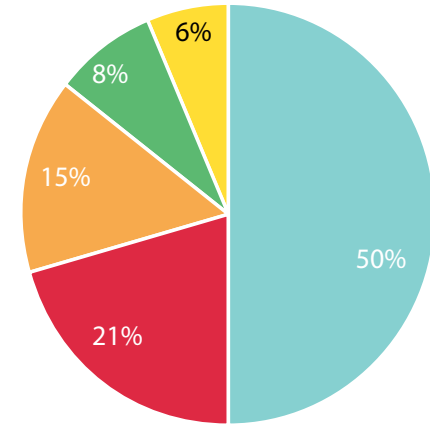
OFFICE SPACE

The Agency has been diligent in its efforts to secure accessible and sufficient office space to carry out the services and support to Aboriginal children and families who reside in Vancouver. We have entered into a new lease at the 3284 E Broadway site that will begin on July 1, 2014 for a 5 year term and we continue to maintain our leases at 745 Clark Drive and 471 east Broadway.

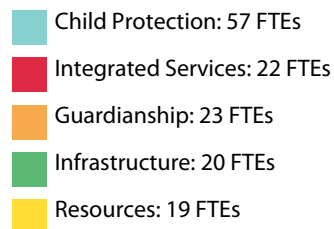
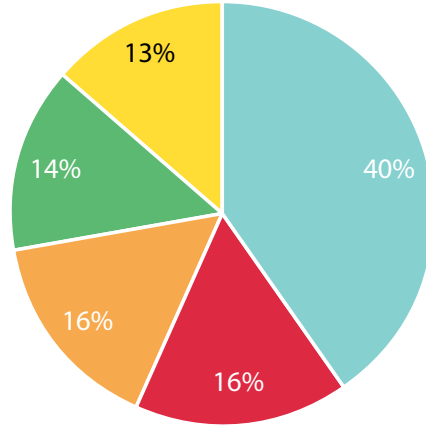
FUTURE PLAN

There will be on going negotiations with MCFD for additional funding to support and deliver program services, capacity building, and general and administrative expenditures.

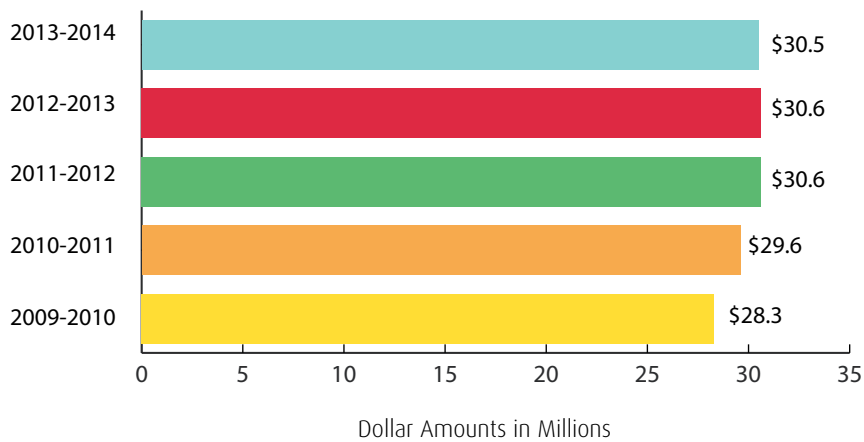
TOTAL REVENUE: \$30.5 MILLION

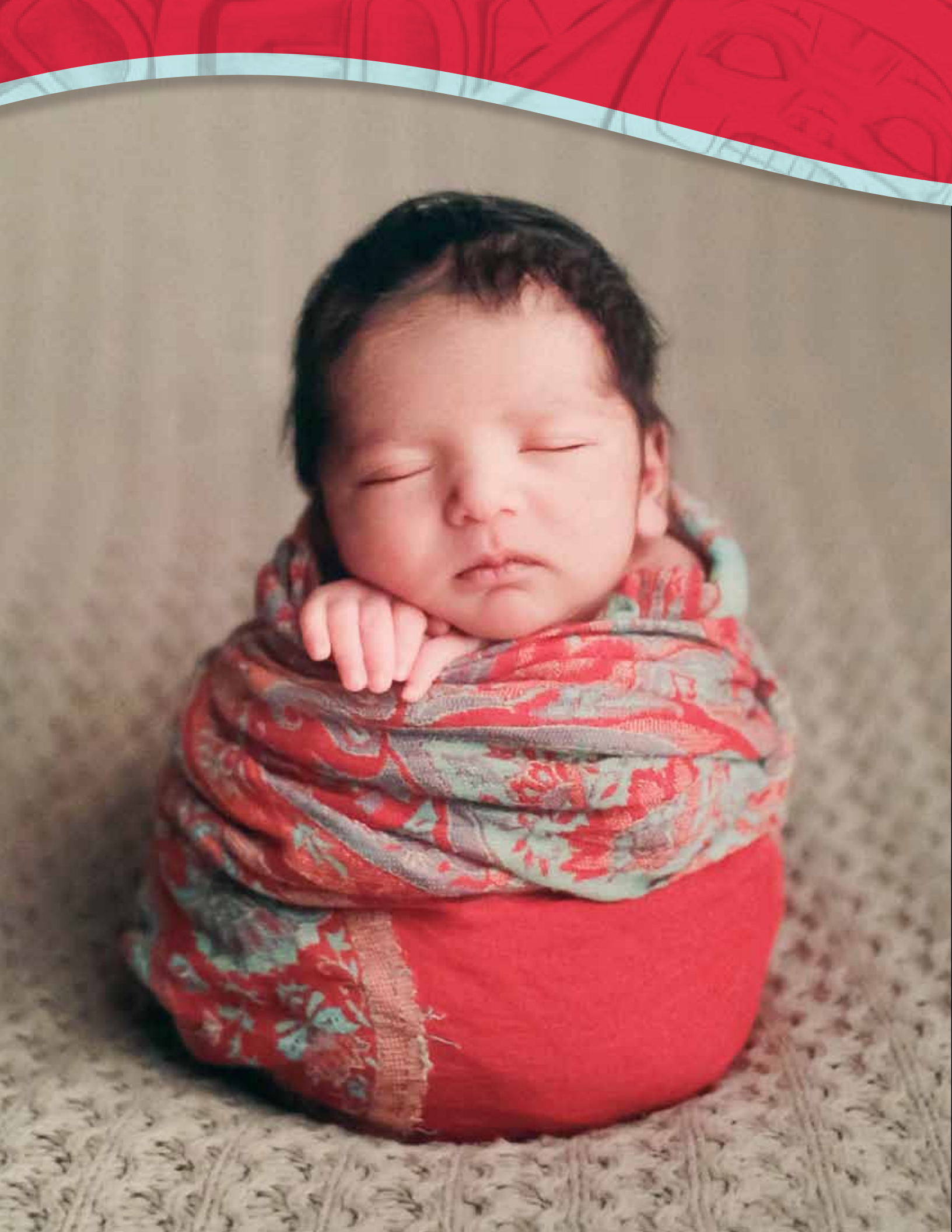


TOTAL FUNDED FTES: 141



FUNDED REVENUE 2010 - 2014





CHILD PROTECTION

NAZEEM RATANSHI, MANAGER

The Child Protection Program serves Aboriginal children and their families in Greater Vancouver who are struggling with multiple challenges which impact their ability to provide consistent safe care for children. The Child Protection Program staff receives reports from the community, and through an assessment of the family's history, strengths and challenges, implements a service plan under the provisions of the Child Family and Community Services Act (CFCSA) as well as coordinating community services available. The Program staff provides concrete support to address specific needs. The overall goal of the Child Protection Program is to support families through a healing journey to a place of safety, strength and wellness. The Child Protection Program consists of one Intake team, four Family Service Teams and a Collaborative Practice team.

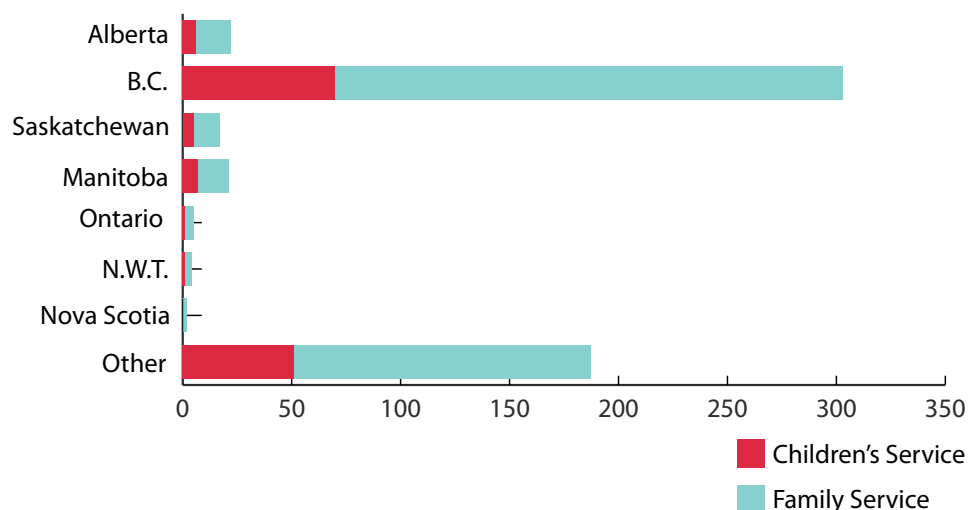
During this fiscal year we saw the same challenges as noted in the previous years, regarding staff changes. A number of staff changes occurred amongst all of the child protection teams. Including, 3 new Team Leaders as well as a Mentor, Child Protection consultant, Out-of-Care Options Social Worker, and Supervisor of Administrative Services. There were a significant number of staff changes with the exception of the Collaborative Practice Team that remained relatively stable. The Mentor position was filled to provide support to new staff to ensure that they had one to one support with completing field guides required for delegation and to ensure that they understood internal policies, system requirements and support during their initial period of work. Formal mentorship is one of the initiatives implemented to improve staff retention within the program.

We continually strengthen our cultural grounding in order to better serve our families by seeking guidance and support from our elders. We hired a full-time permanent Out-of-Care options social worker to continue to build our capacity to provide alternatives to care through the Out-of-Care Options Program which supports relatives and extended family and community to care for children when their parents are unable to do so. In some cases the out of care options is a "doorway to permanence". This is an important role in our effort to continue to promote the practice of less intrusive measures. The use of alternatives to care continues to be a central goal of the child protection program.

CHILD PROTECTION STAFF	POSITIONS FILLED
CP MANAGER	1
CP ASSOCIATE MANAGER	1
ELDERS/CULTURAL SUPPORT	2
CP TEAM LEADERS	5
COLLABORATIVE PRACTICE TEAM LEADER	1
CP OFFICE MANAGERS	2
CP CONSULTANT	1
CP MENTOR	1
OUT OF CARE OPTIONS SOCIAL WORKER	1
CP SOCIAL WORKERS	25
COLLABORATIVE PRACTICE CONSULTANTS	4
CP SOCIAL WORK ASSISTANTS	3
CP ADMINISTRATIVE ASSISTANTS	7
CP ACCOUNTING CLERKS	2
SPECIAL PROJECTS OFFICER	1
TOTAL	57

CHILD AND FAMILY SERVICE FILES BY NATION OF ORIGIN

This year 70 (50%) Children in care and 233 (55%) Families are affiliated to First Nations in BC, with 71 (55%) Child Service file and 187 (48%) Family Service files affiliated to First Nations in other parts of Canada.



	CHILDREN'S SERVICE	FAMILY SERVICE
ALBERTA	6	16
BC	70	233
SASKATCHEWAN	5	12
MANITOBA	7	14
ONTARIO.	1	4
NWT	1	3
NOVA SCOTIA	0	2
OTHER	51	136
TOTAL	141	420

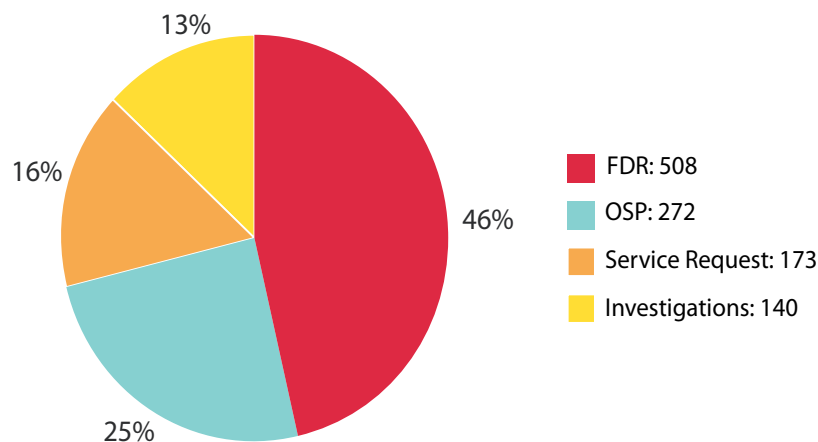
**"Other" includes Provinces not listed, unknown and non affiliated (Statistics from the Ministry Warehouse Data Retrieval System).

PROFILE OF REPORTS RECEIVED

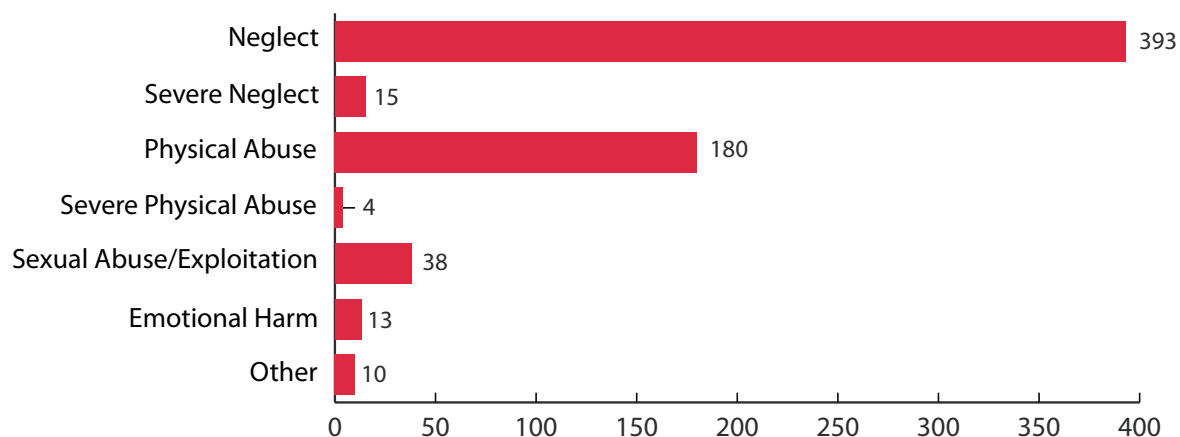
From April 1, 2013 to March 31, 2014, there were a total of 918 incidents and 173 service requests for a total of 1091 reports received. This is an increase from last year where there were 938 reports received (752 incidents and 186

service requests). The increase in the number of incidents was influenced most due to additional reports received from the community as well as changes in Chapter 3 Child Protection Response Policy, whereby incidents are being registered both at After Hours and by the VACFSS Intake team. This has resulted in an increase in the number of incidents and a decrease in the number of cases being opened as service can also be provided under incidents and service requests. Reports of suspected maltreatment of children are coded as Offer Family Support Services (OSP), Investigation (INV), or Family Development Response (FDR). During the reporting period, 46% (508) of the reports received were assessed as FDR, 25 % (272) were coded as OSP, 13 % (140) were coded as INV, and 16% (173) were coded as Service Requests. For the previous reporting period, of the 938 reports received, 34% (318) were coded as FDR, 8 % (72) were coded as OSP, 33 % (305) were coded as INV, and 20 % (186) were coded as Service Requests. FDR is protection response that is available under Chapter 3 Policy, when parents are willing to work collaboratively with the social worker in mitigating the safety concerns identified.

CHILD PROTECTION INTAKE REPORTS				
REPORT OUTCOMES	2010/2011	2011/2012	2012/2013	2013/2014
NUMBER OF INTAKES	479	403		
NUMBER OF INCIDENTS			752 *495 OPENED DURING THE FISCAL YR / 257 OPEN)	918 *618 OPENED DURING THE FISCAL YR / 300 OPEN)
SERVICE REQUESTS			186	173

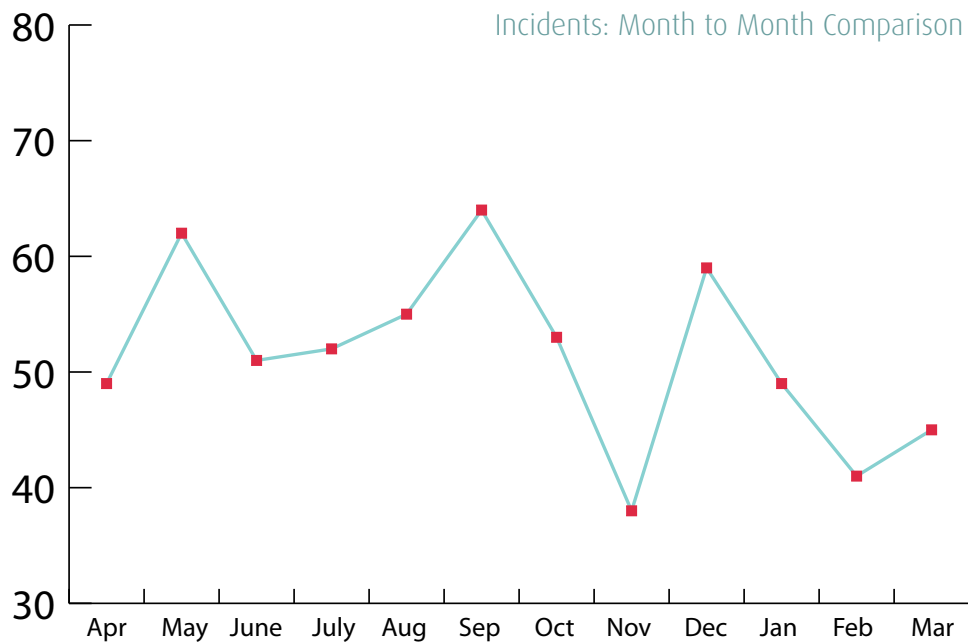


Neglect and physical abuse are the largest categories of maltreatment recorded in the 618 reports received for this fiscal period. A breakdown of the Section 13 or Child Protection Concerns indicates that neglect was recorded a total of 408 times as a significant risk factor, followed by physical abuse which was recorded 184 times as the second leading risk factor for maltreatment.



A month to month comparison of incidents received shows a marked increase during May, September and December.

INCIDENTS: MONTH TO MONTH COMPARISON													
NUMBER OF INCIDENTS	APR 2013	MAY 2013	JUN 2013	JUL 2013	AUG 2013	SEP 2013	OCT 2013	NOV 2013	DEC 2013	JAN 2014	FEB 2014	MAR 2014	FISCAL YEAR TOTAL
IRI	24	30	21	23	25	37	28	18	32	27	20	25	310
IRJ	9	6	8	7	6	6	7	3	5	5	5	11	78
IRK	6	10	11	4	9	10	7	6	3	4	0	2	72
IRL	4	7	1	8	9	8	5	5	9	4	8	5	73
IRH	6	9	10	10	6	3	6	6	10	9	8	2	85
ALL TEAMS	49	62	51	52	55	64	53	38	59	49	41	45	618



PROGRAM ACTIVITY

As of March 31, 2014 there were a total of 561 open files. Of these, there are 420 Family Service (FS) files and 141 Child Service (CS) files. The 420 open FS files represent a total of 2,525 persons served and an average of 6 persons per family. The decrease in the number of FS files for the current reporting period is due mainly to changes with ICM and the ability to register reports and provide services using incidents and service requests without opening a Family Service file as was previously required prior to the implementation of ICM (Chapter 3). A multi- year analysis of categories for single parent households, domestic violence, families on income assistance, and high risk pregnancies remains relatively unchanged on a comparative basis. There was a slight decrease in the number of families served that are in receipt of income assistance. This trend is also noted in the previous reporting periods. As more families are not in receipt of income assistance, they require additional support in order to ameliorate the adverse impact of poverty and financial hardship on family functioning. For this reporting period, an additional category of High Risk and Complex Cases was recorded. Interestingly, there were a total of 100 cases that met the criteria for “High Risk and Complex” cases and “High Risk Pregnancies” which represents 24 % of all cases (420) in the child protection program. These cases require intense resources and usually result in an out of home placement for children due to the presence of concurrent and high risk factors, such as parental substance misuse, family violence, parental mental health disorder and or limited parental cognitive capacity to provide safe care for vulnerable children.

CHILD PROTECTION INTAKE REPORTS				
PROFILE OF CLIENTS SERVED	2010/2011	2011/2012	2012/2013	2013/2014
#OF FS FILES	423	494	483	420
# OF PERSONS SERVED	2,969	2,969	2,980	2,525 *
		* 420 FAMILIES = AVERAGE OF 6 PERSONS PER FAMILY		
# OF CHILDREN IN CARE	147	136	133	141 **
		** 27 VCA/SNA (20%)		
# OF SINGLE PARENT HOUSEHOLDS	197	296	256	225
# OF FS FILES WITH DOMESTIC VIOLENCE		116	108	96
# OF FAMILIES ON I.A.	322	389	314	306
# HIGH RISK PREGNANCIES	35	25	38	30
# OF HIGH RISK & COMPLEX CASES				70
				100 (24%)

DYNAMIC NATURE OF CASELOAD

In April 2012 a new case management system called ICM was implemented requiring services to be recorded through either a case, service request or an incident file. All case management data is entered and stored in ICM. Also, VACFSS adopted a new policy called Chapter 3 Child Protection Response Policy, which changed the service delivery system resulting in a continued increase in the number of reports recorded under incidents. Chapter 3 comprises policies, standards and procedures that support the duties and responsibilities carried out by delegated child protection workers under part 3 of the Child, Family and Community Service Act. As a result, the number of FS files opened and transferred to the family service teams from the intake team

continues to decrease. Thus, for the current reporting period 57 case files were transferred from the Intake team to the 4 family service teams for ongoing service compared to 122 last year and 191 the preceding year. This lower number is largely influenced by intake being able to provide services over a longer period of time through a Family Development Response. During the current reporting period a total of 121 case files were closed where as 144 case files were closed for the previous reporting period, amongst the 5 child protection teams. The number of closed case files indicate that families are able to resolve the protection concerns identified and no longer require child welfare involvement and are instead moving on to receive support in the community.

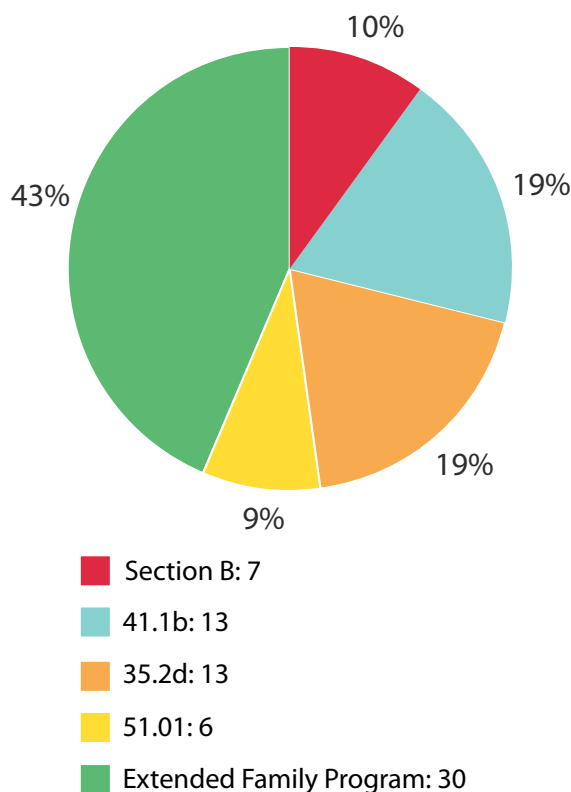
DYNAMIC NATURE OF CASELOAD						
THE FOLLOWING TABLE FROM MARS (MINISTRY INFORMATION SYSTEM) SHOWS THE NUMBER OF CASES OPENED TO THE INTAKE AND FAMILY SERVICE TEAMS FOR THE PERIOD OF APRIL 01, 2012 TO MARCH 31, 2013.						
MONTH	NEW STARTS	ONGOING CASES	CLOSED CASES	OPEN AND CLOSE	TOTAL SERVED DURING MONTH	MONTH END CASELOAD
APR 2013	6	471	5	1	483	477
MAY 2013	3	457	19	0	479	460
JUN 2013	8	438	18	0	464	446
JUL 2013	6	435	9	1	451	441
AUG 2013	4	424	10	3	441	428
SEPT 2013	14	415	11	1	441	429
OCT 2013	9	413	9	2	433	422
NOV 2013	8	414	5	3	430	422
DEC 2013	9	405	16	1	431	414
JAN 2014	3	404	6	3	416	407
FEB 2014	10	399	11	1	421	409
MAR 2014	12	403	2	3	420	415

OUT-OF CARE OPTIONS

We continue to build our out-of-care options program and have a designated out of care options worker who supports extended family and significant others in caring for children. We have seen a tremendous amount of activity in out of care options assessments and formal placements under our out-of-care options program. Currently, both court ordered and agreements based out of care options are available for duration of two years. We also saw the implementation of a positive change in the legislation under a section 54.01 which allows for the permanent transfer of custody of children to a proposed guardian, with whom the child has a significant relationship and/or cultural connection, without the need for a continuing custody order as required for a section 54.1 order, under the CF&CSA. Our out- of- care options program is an integral component in our effort to continue promoting the use of less intrusive measures in keeping children safe. The use of alternatives to care continues to be a key goal. Supporting kinship caregivers in their efforts to address the needs of children provides an opportunity to improve the lives of many children who have already experienced trauma and are at risk for entering the foster care system. For the current reporting period there are 69 children receiving services under the out-of-care options program compared to 23 children the previous year. Of the 69 children, 30 (43%) are placed under the provision of the Extended Family Program (previously known as Child in Home of Relative Program or CIHR), 26 (38%) are placed under the out-of-care options provision (35.2d and 41.1b), another 7 (10%) are placed in a Section 8 agreement and the remaining 6 (9%) are placed under section 54.01 previously noted. With an emphasis on least disruptive measures, it is anticipated that this program will continue to expand as the out-of-care options program is a vital component to restorative Aboriginal child welfare practice.

OUT OF CARE (LESS DISRUPTIVE MEASURES)	
SECTION 8 AGREEMENT	7
EXTENDED FAMILY PROGRAM	30
35.2 (D) & 41.1 (B)	26 (13 OF EACH)
54.01	6*
EFP TO 54.01	5
35.2 (D) TO 54.01	1

Out of Care Options

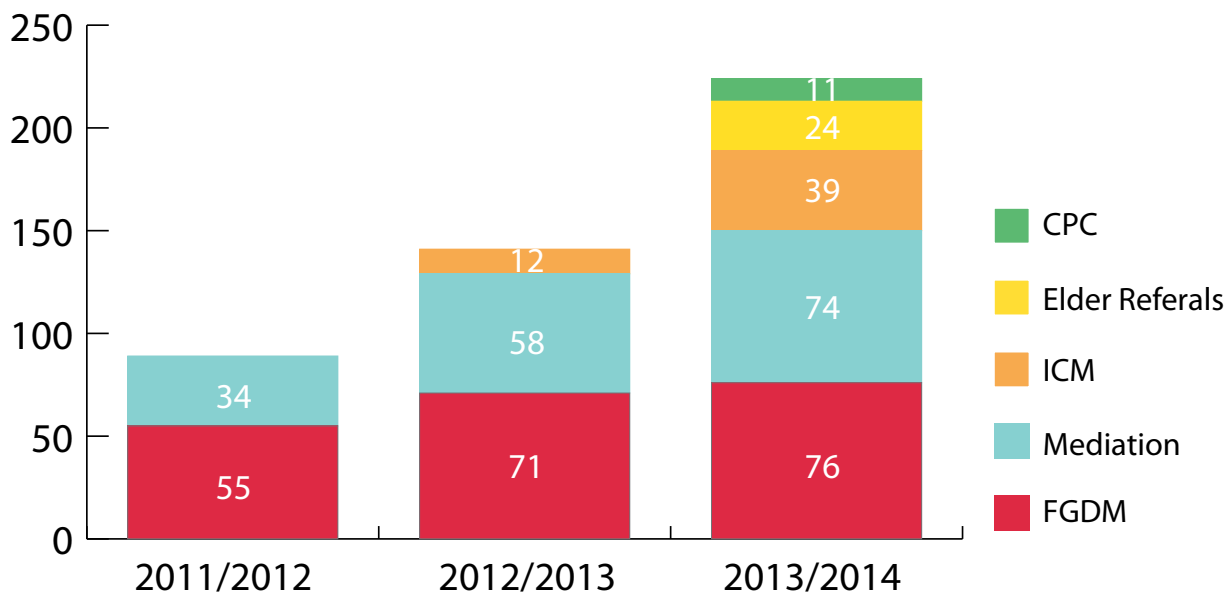


COLLABORATIVE PRACTICE/CULTURAL SUPPORT

There has been a significant amount of activity in the Collaborative Practice Program. The statistics reflect collaborative practice conferences that were also completed through referrals from other program areas, namely the Guardianship program, although the bulk of the referrals are from the Child Protection Program. The Family Group Conference Coordinators continue to build on the collaborative practice of families coming together to make plans for children that involve parents, extended family, and the community. This year saw a marked growth in all categories for a total of 224 conferences, where as there were 141 conferences for the fiscal period 2013, and 89 conferences for the fiscal period 2012. With regard to mediations, there were 74 in total compared to 58 and 34 for the two preceding fiscal years. This year again saw a notable increase in the use of Aboriginal mediators which increased steadily to 91% or 67 of the 74 mediations held.

Conversely, in the preceding two fiscal years the percentage of Aboriginal mediators used were 67% in 2013, and 40 % in 2012. We continue to increase our capacity to offer cultural support to families served as well as staff with the two Elders hired to support specific client interventions and/or support to child protection workers throughout the implementation of their service plan. Elders facilitate many cultural events, ceremonies as well as provide cultural support to program staff and to families. We continue to increase Elder involvement in all aspects of our work as their knowledge and guidance is vital to our practice approach. Elders have also been involved with consultation on our High Risk and Complex Case Committee as well as in cases where there are traumatic events leading to complicated grief and loss for family members due to colonization and assimilation policy, such as Residential schools and other historical events that have lead to the challenges that our families currently face.

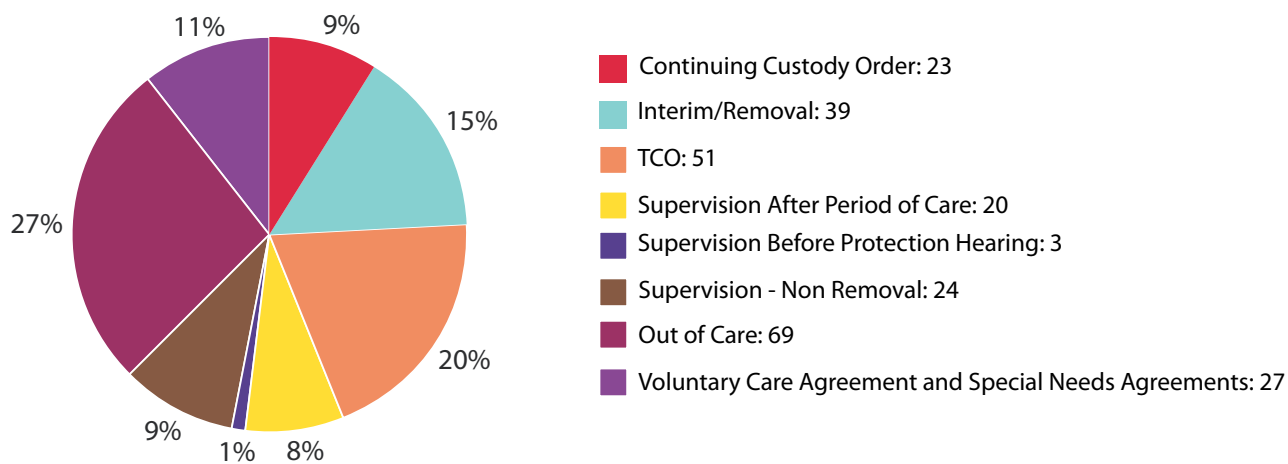
Growth of Collaborative Practice



As of March 31, 2014, there were 141 children in care with the Child Protection Program. This is an increase from 122 during the last reporting period. In some cases, children are removed and returned under a Supervision Order after a period of care. In other cases, a Supervision Order without a removal is sought. For this year, there were a total of 47 Supervision Orders compared to 42 last year. There were 27 Voluntary Care Agreements and Special Needs Agreements this year and this number remains unchanged in comparison

to last year. During this reporting period there were 96 removals in the Child Protection Program compared to 104 removals for the year 2013, and 82 for the year 2012. As of March 31, 2014 there were 23 children under a Continuing Custody Order (CCO) compared to 22 children for the previous year. During this reporting period 24 Child Service files were transferred from the Child Protection Program to the Guardianship Program. For the previous reporting period 15 files were transferred to the Guardianship Program.

Children in Legal Orders as of March 31, 2014
(MARS)



PROGRAM ACHIEVEMENTS AND GOALS

Along with our colleagues at MCFD we have also been busy with implementation of the new Structured Decision Making Tools in Child Protection Practice and the new Integrated Case Management System. This required some changes in service delivery and we anticipate more changes as a new phase of ICM is currently being introduced. With regards to staffing, we have hired 3 new team leaders. This year we also saw a positive change in the CFCSA under section 54.01 which allows for the permanent transfer of custody of children to a proposed guardian, with whom the child has a significant relationship or cultural connection, without the need of a continuing custody order. This is an import tool in our effort to promote the use of less intrusive measures to meet its goals of keeping children safe. The use of alternatives to care continues to be a key goal. Supporting kinship caregivers in their efforts to address the needs of children thus provides an opportunity to improve the lives of many children who have already experienced trauma.

We are continually strengthening our cultural grounding in order to better serve our families. We have added 2 more elders on the collaborative practice team. We continue to build on our connections to Aboriginal agencies in both the city of Vancouver and the throughout the province.

Staff training remains a central goal in order to meet the needs of the children and families we serve. In order to reduce the impacts of changes in policy, legislation and on both staff and the families served, ongoing staff training remains a goal of the protection program. There are numerous practice guidelines, clinical standards, and changes in service delivery initiatives for staff to comprehend and integrate into their practice.

On October 29th, 2013, VACFSS celebrated the 5 year anniversary of the inception of its Child Protection Program. The celebration was an opportunity to thank all of the staff, current as well as past, who have worked tirelessly to support the delivery of holistic child welfare services to support Aboriginal families in Vancouver. In celebration of this historical milestone, the Child Protection Program at VACFSS located at 471 E. Broadway, Vancouver, BC, hosted its five year anniversary celebration to honor the children and families we serve, as

well as the wider community that play a vital role in the well being of children. The key themes during this event were identified as collaboration with community partners who support restorative practice principals of VACFSS as well as a continued focus on culture as a solution to the many challenges faced by Aboriginal families involved in the child welfare system. This celebration was attended by various community partners, including BC Children's Hospital, the Ministry of Children and Family Development, the University of British Columbia, Network of Inner City Community Services Society, Urban Native Youth Association, Stewart Feenie, Caring for First Nations Children Society, Pacific Community Resources Society, Cedar Cottage Neighbourhood House, Ray Cam Community Centre, and the Aboriginal Mother Center.

The highlight of the event was marked by the children's cultural dancers who performed in their traditional regalia. At the core of the values of VACFSS is the belief of the child as a sacred bundle which recognizes the sacredness of childhood, the strength of culture, community and family in preserving this sacred gift. VACFSS gives thanks to all the individuals and organizations that have collaborated on the various initiatives ensuring the success of the Child Protection Program. We commend the community, and the children and families we are honored to work with, for their spirit, culture, and specialized knowledge they bring to the forefront of the array of services we provide. Finally, we raise our hands in special recognition to the Child Protection Program staff for their efforts in helping to establish an indigenous based foundation of practice based on the core VACFSS values of respect, belonging, humility, integrity and strength-based practice. These values shape a unique urban based form of child welfare service delivery that is grounded in the belief that the challenges faced by Aboriginal people involved in the child welfare system are a direct impact of colonization and the legacy of residential schools.



INTEGRATED SERVICES

ANJU SOHAL, MANAGER

PROGRAM OVERVIEW

Integrated Services is comprised of two streams of service: Family Preservation and Reunification (FPR), and Associated Services. Both streams are coordinated for the benefit of families referred to the Program from VACFSS Child Protection, Guardianship, and Resource teams. The purpose of the Integrated Services program is as follows:

- » To work collaboratively with other VACFSS programs by providing a range of services to assist families whose children are in care or at risk of coming into care
- » To promote a safe, timely, and lasting reunification of families
- » To strengthen Aboriginal identity by assisting families in connecting with culture and ceremony
- » To connect families to resources in the community thus reducing social/community isolation in the urban environment
- » To strengthen the family unit by making the family aware of their resiliency and build upon the innate strengths they already possess
- » To assist the family in moving out of the child welfare system
- » To ensure restorative Aboriginal child welfare is practiced

Integrated Services is currently comprised of 23 staff which includes:

- » 1 Integrated Services Manager
- » 2 Family Preservation Team Leaders
- » 13 Family Preservation Counselors
- » 1 Group Work Coordinator
- » 1 In-Home Supports Coordinator
- » 1 Administrative Supervisor
- » 2 Administrative Support Staff
- » 2 Elder's job sharing 1 position

FAMILY PRESERVATION AND REUNIFICATION SERVICES

The Family Preservation and Reunification Program accepts referrals from all program areas at VACFSS, offering strength-based clinical services to Aboriginal families navigating through the child welfare system. FPR's mandate is to engage with families in crisis and to assist them in improving family functioning, increase safety in the home, and keep children connected to their families. This is accomplished through intensive individual family work, immediate response, and group work within the context of facilitating a healing journey for all people served

INTENSIVE INDIVIDUAL FAMILY PRESERVATION

A Family Preservation Counsellor is assigned to the family and offers in home service based on the assessed needs identified in the referral. The FPR counsellor, referring social worker, and the family have an initial meeting to introduce the counsellor to the family, discuss information about the program, and agree upon the goals of service. Services can include:

- » Assisting with Concrete Needs
- » Parenting Skills and Education
- » Financial Stress and Budgeting
- » Managing Parent-Child Conflict
- » Therapeutic interventions with families, couples, and individuals
- » Specialized referrals to other services related to :
 - Alcohol and Drug Addiction
 - Mental Health
 - Domestic Violence
 - Anger Management, and more

At any given time, eleven FPR Counsellors work individually with a minimum of ten families for a period of six months. Service can be extended up to eighteen months.

IMMEDIATE RESPONSE

Two Immediate Response Counsellors work directly with the Intake Team at Child Protection responding to immediate crisis families are facing. Families in this program receive intensive service for eight to twelve weeks with the intention of mitigating safety concerns in order to divert families from further involvement in the Child Protection system. If service is required for a longer period of time, the Immediate Response Counsellor will transfer the family over to a Family Preservation Counsellor for ongoing support.

GROUP WORK

Strengthening Families

The Strengthening Families Program is for families with children aged 6-16 years old with daycare provided for children under the age of five. The overall goal of the program is to increase family bonding, family strengths and resilience, and to reduce risk factors by improving family communication, positive parenting skills, school performance, and parent-child relationships. This program was founded on the belief that in order to reduce risk factors, the family environment and parent's abilities to nurture and provide appropriate learning opportunities for their children must first be improved.

During the ten week program, parents learn appropriate developmental expectations, knowledge of child rearing and behavioural management, alcohol and drug risk and protective factors, and how to create positive familial relationships. The children learn positive pro-social skills such as resistance to peer pressure, getting along better with family members and peers, discussing topics politely, sharing feelings without making others upset, and problem solving.

The program is facilitated by Aboriginal Elders and incorporates guest speakers and cultural awareness. This year, three sessions of Strengthening Families were held with 43 families participating.

Strengthening Fathers

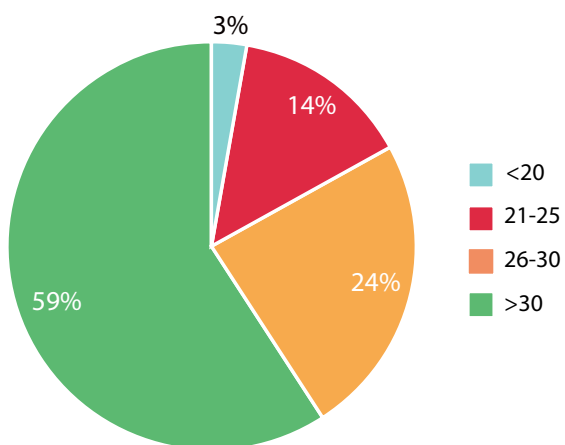
The Strengthening Father's Group was created in an effort to increase support and services for Aboriginal Fathers engaged in the child welfare system. This group is designed to assist men in understanding their role as fathers. During this ten week program, a variety of topics are introduced to the men. Participants learn traditional teachings of what it means to be a man, the importance of fathers interacting with their children, moving beyond generations of living in a "welfare world", and information on educational and vocational training options.

Time is provided for fathers and children to eat and play together. The men support and share in one another's successes providing mutual aid and fostering friendships. This year, three groups of Strengthening Fathers were held with a total of 42 men attending.

FAMILIES SERVED AT FPR

Family Preservation and Reunification provided 195 families with Intensive Individual Family Preservation and Immediate Response services. Of these families, 294 adults were active in the lives of 400 children.

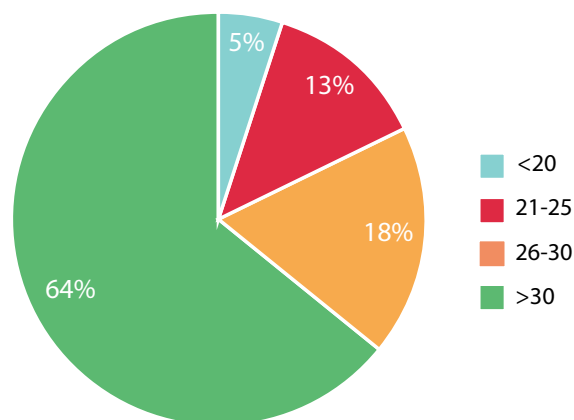
Age of Mothers



Mothers:

- » 3% < age 20
- » 14% age 21-25
- » 24% age 26-30
- » 59% > age 30

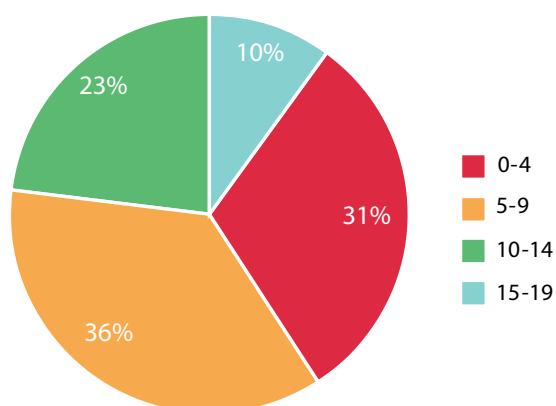
Age of Fathers



Fathers:

- » 5% < age 20
- » 13% age 21-25
- » 28% age 26-30
- » 64% > age 30

Age of Children - Total # 270



Demographics of Children:

- » 31% 0-4 years
- » 36% were age 5-9 years
- » 23% were age 10-14 years
- » 10% were age 15-19 years

TOP RISKS FACING FAMILIES

Upon the commencement of FPR services, the referring Social Workers, families, and Family Preservation Counsellors identified the following as priority issues of potential risk to be addressed in service planning:

- » Alcohol and Drug Misuse
- » Parenting
- » Mental Health
- » Family Violence
- » Isolation
- » Household Management
- » Neglect Concerns

The following table identifies the major risk factors facing families this fiscal year and is based on a count of 125 families.

MAJOR RISK FACTORS (BASED ON A COUNT OF 125 FAMILIES)		
RISK	COUNT	% WITH RISK
A&D	78	62.4%
PARENTING	78	62.4%
MENTAL HEALTH	63	50.4%
FAMILY VIOLENCE	55	44.0%
ISOLATION	55	44.0%
HOUSEHOLD MANAGEMENT	54	43.2%
NEGLECT	34	27.2%

TOP GOALS OF SERVICE

Family Preservation Counsellors supported families in working on specific goals of service. The following are the top goals that Family Preservation Counsellors addressed in their case work with families:

- » Parenting
- » Connecting to Community Resources
- » Housing
- » Addictions
- » Budgeting/Life Skills
- » Mental Health Services
- » Connecting to Culture
- » Conflict Resolution
- » Education Supports
- » Family Violence Supports

The following table identifies the major goals families were asked to work on with their Family Preservation Counsellor this fiscal year and is based on a count of 125 families.

MAJOR GOALS (BASED ON A COUNT OF 125 FAMILIES)		
GOAL	COUNT	% WITH GOAL
PARENTING	110	88.0%
CONNECTING TO COMMUNITY RESOURCES	78	62.4%
HOUSING	63	50.4%
ADDICTIONS	57	45.6%
BUDGETING/LIFE SKILLS	54	43.2%
MENTAL HEALTH	51	40.8%
CONNECTING TO CULTURE	42	33.6%
CONFLICT RESOLUTION	35	28.0%
EDUCATION	31	24.8%
FAMILY VIOLENCE	31	24.8%

ASSOCIATED SERVICES

Associated Services are designed to enhance the work undertaken by the Family Preservation and Reunification teams. These services are referred out to our community partners with the intent of providing highly specialized and specific intervention for families and children.

FAMILY DAY PROGRAM

Family Services of Greater Vancouver provided 4 spots to VACFSS families with children between the ages of newborn to three years old. This group work program focused on teaching the ages and stages of development, parenting techniques, and child management skills.

THERAPEUTIC COUNSELLING FOR CHILDREN

This year the Pace Society provided service to 7 VACFSS children who had been identified as needing specific therapeutic approaches and strategies to assist them in understanding and coping with the issues and stressors in their young lives.

CHILD AND YOUTH INTERVENTIONS

The Watari Research Association provided service to 8 VACFSS high-risk youth who were in danger of either street and gang involvement or extreme isolation and alienation from family, peers, and support networks.

VOLUNTEER MENTORING

Big Sisters of British Columbia Lower Mainland provides one-to-one mentorship for girls matching them with a Big Sister. The aim is to provide a consistent and positive relationship in the girl's life while engaging in "soft" counselling support and recreational activities. This year 4 VACFSS girls were matched up with Big Sisters. Big Brothers of Greater Vancouver provides one-to-one mentorship for boys matching them with a Big Brother. The aim is to provide positive role modeling and community involvement. This year Big Brothers were matched with 5 VACFSS boys.

SUPERVISED VISITS

In Partnership with the Pacific Association of First Nations Women (PAFNW) and the Network of Inner City Community Services Society (NICCSS), families with children in the foster care system were provided support to visit their children in a safe environment. This service acknowledges the key role families play in their children's lives and the importance of keeping children connected to them. This year 93 families were provided supervised visits at VACFSS and 148 families utilized transportation services.

HOMEMAKING SERVICES

PAFNW and NICCSS provide homemaking services to support families at creating and maintaining a clean, hygienic, and safe home environment. Homemaking services help to mitigate concerns about the physical space of the home so that children are not at risk where they live. This year homemaking services were provided to 47 VACFSS families. Childcare was provided to 16 VACFSS families.

DOULA SERVICES

Drake Medox Health Services provides new mothers with specialized instructional support around caring for infants through their Doula program. This year Doula's assisted 23 VACFSS families in caring for their newborns.

FAMILIES SERVED THROUGH ASSOCIATED SERVICES

Associated Services provided VACFSS families with numerous services through our community partnerships. The following table shows the types of additional services requested by families this fiscal year.

The following table identifies other services utilized by families this fiscal year and is based on a count of 125 families.

OTHER SERVICES (BASED ON A COUNT OF 125 FAMILIES)		
OTHER SERVICES	COUNT	% WITH OTHER SERVICES
INCOME ASSISTANCE	79	63.2%
A&D	53	42.4%
THERAPEUTIC COUNSELLING	46	36.8%
MENTAL HEALTH	37	29.6%
SUPPORT WORKERS	33	26.4%
FAMILY VIOLENCE	26	20.8%
SUPERVISED VISITS	24	19.2%
STRENGTHENING FAMILIES	24	19.2%

NEW INITIATIVES

CULTURAL EDUCATION SERIES:

Beginning in January 2014, the Integrated Services Program established a Cultural Education Series to provide families with opportunities to engage in various Aboriginal activities. Families were invited to participate with their Family Preservation Counsellor with the hopes of enhancing their working relationships, while simultaneously providing exposure to various nations' ceremonies and traditions. The goal of this initiative is to assist in the overall well being of families by providing positive cultural activities for them to engage in. Families were very receptive to these events and have requested this initiative to continue. To date, families were invited to participate in the following:

- » Drum Making
- » Cedar Brushing
- » Building a Sweat Lodge
- » Sweat

ELDER'S PROGRAM:

During this fiscal year, VACFSS hired two additional Aboriginal knowledge keepers to work with families serviced by the Integrated Services Program- Sherry Small Nisga'a' First Nations, and Woodrow Morrison Haida First Nations. Having Elders brings a sense of grounding and provides a connection to the past which helps guide families in the future. We are happy to have Sherry and Woodrow join our team.

STAFFING REORGANIZATION

In the fiscal year of 2013-2014 the following staffing changes have occurred:

- » New Integrated Services Manager was hired
- » New Supervisor of Administrative Support was hired
- » 2 New Team Leaders of Family Preservation were hired
- » Aboriginal staffing in leadership: 4 out of 6 leadership positions are now occupied by Aboriginal staff – 67%
- » Aboriginal staffing in frontline: 10 out of 17 frontline positions are now occupied by Aboriginal staff – 59%

GOALS FOR THE UPCOMING YEAR

Integrated Services will be focused on the following endeavours this year:

1. Complete the internal Integrated Services Policy
2. Ensure ongoing delegation of the program is maintained
3. Bring relevant clinical training to Family Preservation Counsellors to enhance practice skills
4. Continue with Cultural Education and intervention for families

All My Relations,

Anju Sohal



RESIDENTIAL RESOURCES

DONALD ROBERTSHAW, MANAGER

The Residential Resource Program's purpose is to provide safe alternative care for Aboriginal children that promotes and respects their well being, family connectedness, and cultural identity. The Residential Resource Staff wish to thank the Vancouver Aboriginal Community, Partners, VACFSS Board of Directors, CEO, Management Colleagues and Staff for opportunities to "focus practice within a restorative framework". This has resulted in children remaining at home with their families with the provision of respite services, children in care maintaining relationships with their parents and families, and foster parents being viewed as extended family.

We are pleased that the percentage of children in care placed with community caregivers (foster parents) versus being placed in group care remains at 87% for the second year in a row. The number of children in care has decreased from 489 children (2010-2011) to 448 children (2013 to 2014).

Furthermore, the number of foster homes has increased from 198 foster homes (2010-2011) to 203 foster homes (2013-2014). The numbers of child placements has reduced from 208 child placements (2011-2012) to 153 child placements (2013-2014). The Program's financial expenditures also remained within budget.

Family and cultural connectedness is promoted through the following events: Honouring Our Babies – First Year Ceremony, Foster Parent Summer Cultural Camp, and increasing cultural activities to over 184 foster parents through the Federation of Aboriginal Foster Parents Association, and Hollyburn Family Services and Lu'ma Native Housing co-creating a "HUB" for foster parents at the Dave Pranteau Aboriginal Children's Village.

PROGRAM MANDATE

The Residential Resource Program focuses on three main areas: recruitment, retention, support and contract management of residential resources. We recruit caregivers that meet the range of needs of our children in care. The retention and support of caregivers includes specialized support services that address the need for ongoing knowledge and skill development. We manage resources in an efficient manner to ensure that all children in care have access to their history, their lineage, cultural experiences and receive the best parenting and support to realize their potential.

PROGRAM ACTIVITY

The Residential Resource Program is composed of three teams with four to five social workers and a team leader. The Program also has a manager, resource accountant, shared supervisor of administrative services with the Guardianship Program, and three administrative support staff. One team is focused on the placement of children, foster parent recruitment and assessment. The two other social work teams are dedicated to supporting and monitoring foster homes and staff specialized resources. The Program's 2013-2014 budget was \$16,025,861 and the expenditures were \$15,630,905.

The average number of children in care was reduced from 489 (2010-2011) to 448 (2013-2014). The child in care caseload was reduced by 8% from the four year reporting period (2010-2014).

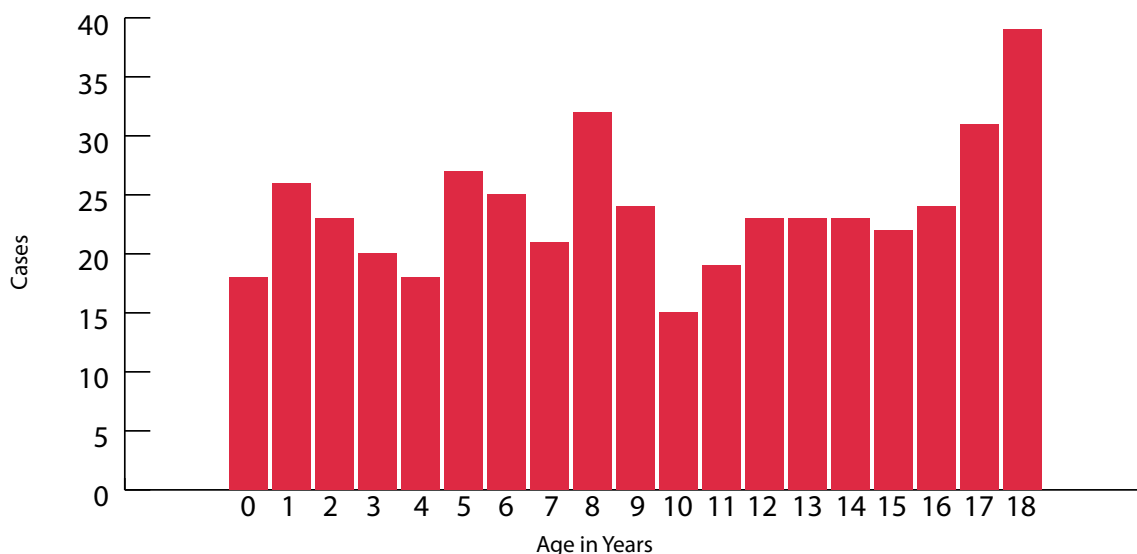
VACFSS Children in Care Over Time: April 2011-March 2014



Source: MCFD Corporate Date Warehouse (SWSMIS Monthend Extracts)

The 15 to 18 year old group has decreased from 144 children (2010-2011) to 116 children (2013/2014). The 5 to 9 year old group has increased from 78 children (2010-2011) to 129 children (2013-2014). The 0 to 4 year old group has been relatively stable at an average of 100 children (2010-2014). The infant group (0-1 years old) has been relatively constant with an average of 20 children (2010-2014).

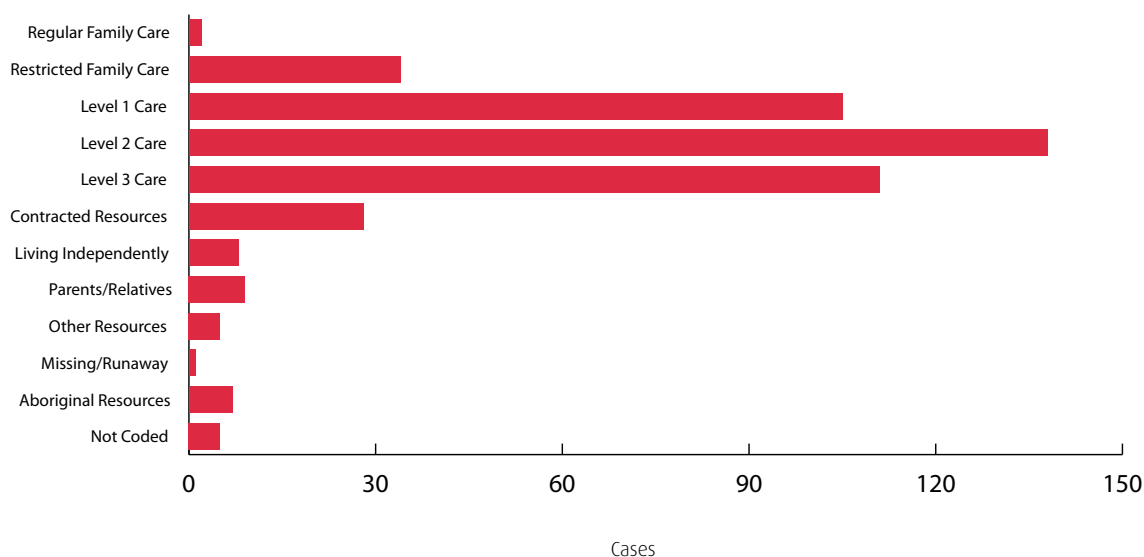
VACSS Children in Care by Age - March 2014



Source: MCFD Corporate Date Warehouse (SWSMIS Monthend Extracts)

The percentage of children in care residing with foster parents remains at 87% over the last two years (2012-2014). Children residing in the following care situations has been relatively constant: staff residential care (12 children), foster placement in other provinces (7 children), youth on independent living (11 children), and children living with family or friends (20 children). The number of children in child specific placements is on the rise from an average of 8 children (2010-2014) to 14 children (2013-2014). This increase is due to a number of children who cannot be served within the VACFSS foster parent network, and in particular with children under 12 years who have significant behavioural/mental health or developmental challenges.

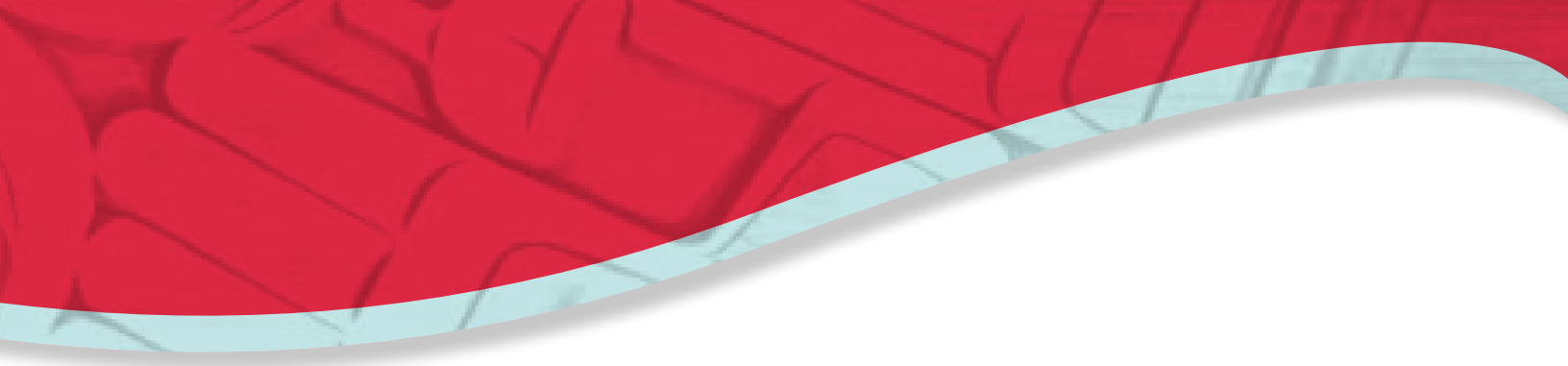
Children in Care by Placement Type- March 2014



Source: MCFD Corporate Data Warehouse (SWSMIS Monthend Extracts)

The VACFSS residential resource service providers remains strong with 203 foster parents. The skill level of the foster parents, as indicated through the “Levels of Care System”, remains quite equitable with at least 50 parents in each level. The level system consists of three levels: level one (new foster parents with limited foster parenting experience) to level three (full time caregivers with significant experience with children who have significant emotional, behaviour and physical care needs).

The number of Aboriginal foster parents has decreased over the last four years, from a high of 56 foster homes in 2011 to 44 foster homes in 2014. The three main reasons for the reduction in Aboriginal foster parents are: 1) restricted foster parents were formerly family members (Aboriginal) and now there is an increasing number of friends or professionals (some non-aboriginal); 2) reduced number of restricted foster parents due to the extended family program; and 3) Aboriginal foster parents retiring or deciding to stop fostering.



The Program facilitated 153 child placements during this reporting period, which is down from 208 child placements in 2012. There is also a continued decrease of child placement by age groups from 132 children (0-11 yrs) in 2012 down to 96 children (0-11 yrs.) in 2014. The number of children aged 12 to 18 years of age has also decreased from a high of 76 child placements in 2012 to 57 child placements in 2014.

The Federation of Aboriginal Foster Parents (FAFP) has done extremely well with providing opportunities for foster parents to learn and experience Aboriginal culture and ceremony. The number of foster parents participating in cultural activities reflects the diversity of the families served by VACFSS. Activities include sweat lodge ceremony, drum making, regalia making, moccasin making, button blanket making and cedar weaving. Participation has increased from 97 foster parents in 2012/2013 to 184 foster parents in 2013/14. FAFP continues to provide foster parent pre-service training and core caregiver education for VACFSS foster parents. The caregiver education curriculum has been re-designed into modules which should increase the completion rates of this essential training.

Hollyburn Family Services has moved into the Dave Pranteau Aboriginal Children's Village (located in East Vancouver) by creating a "foster parent learning/support HUB". Workshops, community kitchens, and cultural events are also held at the Aboriginal Children's Village with inclusion of the VACFSS youth residing in Independent Living at this location. Hollyburn continues to provide the following to foster parents: foster parent support workers, registered clinical counselors, specialized training, support groups, and cultural activities. In addition, Vancouver Coastal Health has been extremely helpful with supporting foster parents who have children with mental health issues and suicidal ideation through their "Foundation Program".

PROGRAM RECOMMENDATIONS:

1. The Program will strengthen our collaborative work with all VACFSS social workers to fully implement the "Inclusive Foster Care Policy" with a special focus on sibling reunification.
2. The recruitment strategy will be improved to target an increasing number of Aboriginal as well as non-Aboriginal foster parent applicants. This strategy will also include a special focus on applicants who reside in Vancouver; who can care for sibling groups; and who can care for children with special emotional/mental/physical needs.
3. Foster parent retention and capacity building to be enhanced with the provision of specific interventions focusing on parenting skills, relief services, and parental capacity assessments.
4. The Program will continue to monitor finances monthly to ensure that expenditures do not exceed the budget allocation.

ACKNOWLEDGEMENTS:

Residential Resources Staff recognize that we are honoured to serve as "Helpers" on Coast Salish Territory.

We thank the Creator and raise our hands to our parents, family members, caregivers, youth and children.

All My Relations,

Donald Robertshaw

GUARDIANSHIP

HOLLY ANDERSON, MANAGER

OVERVIEW

The Guardianship program has the honour of holding responsibility for 318 children in care by Continuing Custody Order (CCO). We focus on developing comprehensive, holistic care plans that reflect the child's voice, wishes of their families and communities, and the unique circumstances and needs of each individual child. The Guardianship program subscribes to the belief that children hold the inherent right to know where they come from in order to have a vision of where they are going to. As such, Guardianship social workers work in partnership with extended family, caregivers and First Nations to ensure that children remain connected to their family, extended family, and to their inherent teachings and culture. The VACFSS policy of inclusive foster care Supports and facilitates biological parents involvement in the child's life to the best of their ability as they go through their own healing journey.

When returning a child to parents is not possible, lifelong plans are developed. A transfer of guardianship or open adoption may be considered in consultation with the child's First Nation and extended family, and taking into consideration the voice and best interests of the child. In all cases, developing a culturally grounded Plan of Care is central to the work carried out by guardianship social workers.

GUARDIANSHIP STAFFING

The Guardianship Program consists of 15 dedicated social workers with a specialization in child and youth development. They are supported by 3 team leaders, 3 administrative assistants and an administrative supervisor. The program is lead by the Guardianship Manager and further supported by the Guardianship Consultant and the Lifelong Connections Worker. The average length of service in the program by our staff team is 5.8 years, demonstrating a genuine investment in our children's lives and a strong foundation of program and practice knowledge. The continuity of service within this program is critical as the majority of

the children age out of VACFSS care. Their stories, including challenges and strengths, are already known within the team when there is a departure of a social worker. Through the years the children and youth become familiar with many of the social workers and foster parents through our annual events.

PROGRAM ACTIVITY AND DATABASE DEVELOPMENT

As of March 2013, 318 children are in continuing care, which is a decrease of six children over the previous year. Of this number, 41 children are age five or younger, 117 children are from 5-13 years of age and 160 are ages 13-19.

As families walk through their healing journey, as does our team in support of reunifying the family. Daily contact and overnight stays for children with their parents are arranged in preparation for the full time return. In the past year, three children were returned to their parents with plans to rescind their CCOs. In addition, transfers of guardianship are underway for four children to their extended families.

In 2011, a database was created for documenting significant factors affecting the development and well-being of children and youth throughout their lives in care. This year, the data was collected for 2013, where 24 youth aged out of care with VACFSS.

The information gathered reflects the diversity of children's experience as they journey through the care system and the complexity of the work being undertaken by the guardianship program and our program partners. This project is an attempt to review and understand the experiences, needs, accomplishments and challenges of youth from the time they enter the foster care system to their exit from care at age 19. The overall goal is to inform and improve social work practice for the Guardianship Program and other delegated VACFSS Programs.

The following charts offer a four year comparison of relevant information:

Table: Number Of Youth Leaving Care

YEAR OF AGE OF MAJORITY	YEAR OF BIRTH	NUMBER OF YOUTH/FILES	NUMBER OF BOYS	NUMBER OF GIRLS	INDIAN STATUS	CLBC ELIGIBILITY
2010	1991	32	16 (50 %)	16 (50 %)	29 (91 %)	N/K
2011	1992	40	21 (52 %)	19 (48 %)	36 (90 %)	14 (35 %)
2012	1993	38	22 (58 %)	15 (39 %)	32 (84 %)	10 (26 %)
2013	1994	24	13 (54 %)	11 (46 %)	21 (88 %)	4 (17 %)

Table: Age of Youth Entering Care


YEAR	< 1 YR	1 – 4 YRS	5 – 7 YRS	8 – 11 YRS	12 YRS	13 YRS	14 YRS	15 YRS	16 YRS
2010	8 (25 %)	14 (44 %)	4 (13 %)	6 (19 %)	0	0	0	0	0
2011	16 (40 %)	11 (28 %)	8 (20 %)	0	1	1	0	2	1
2012	16 (42 %)	14 (37 %)	6 (19 %)	1 (3 %)	0	0	0	1	0
2013	5 (20 %)	8 (33 %)	7 (29 %)	2 (8 %)	1	0	1	0	0

Table: Number of Youth Affected By Parental Risk Factors at Time of Removal

YEAR	DRUG & ALCOHOL MISUSE	TEEN PARENT	SEXUAL EXPLOITATION	FAMILY VIOLENCE	HOUSING	MENTAL HEALTH
2010	21 (66 %)			N/K		
2011	31 (77 %)			10 (25 %)		
2012	29 (76 %)			13 (34 %)		
2013	21 (86 %)	1	8 (33 %)	11 (46 %)	4 (11 %)	4 (11 %)

Table: Educational Level Achieved at Discharge

YEAR	GRADE 12 (DOGWOOD)	12 YEARS OF SCHOOLING (NO DOGWOOD)	GRADE 11	GRADE 10
2010	15 (47 %)	7 (22 %)	2 (6 %)	5 (16 %)
2011	10 (25 %)	9 (23 %)	6 (15 %)	6 (15 %)
2012	10 (26 %)	6 (16 %)	7 (18 %)	6 (16 %)
2013	12 (50 %)	2 (8 %)	5 (21 %)	5 (21 %)



Upon analyzing the information gathered for 2013, some significant data should be noted. In this year of data collection, there were less children that transitioned to formal CLBC services (%23 in 2012 compared to %16 in 2013) and more children graduating with a dogwood certificate (%26 in 2012 compared to %50 in 2013).

PROGRAM ACTIVITY

This year, our children and youth participated in the Honouring the Journey of our Youth ceremony, CRUW program, Tribal Journeys, drum making workshops, wood carving lessons, and story telling by Aboriginal artists. We supported 20 youth to attend the 'Gathering our Voices' conference where they shared space with 2000 other Aboriginal youth and engaged in four days of empowering workshops, teachings and networking. The feedback from the youth that participated was overwhelmingly positive and the program has a view to participating in the conference to be held in Prince George next year.

The Guardianship Program has focused on being inclusive as possible with youth and we continue to insure that their voices are heard throughout the care system and their experience is honoured by integrating the lessons they have to teach us.

The Youth Advisory Committee (YAC) hosted the fourth annual conference titled 'Living the Four Directions' for our youth in care. 70 youth from the program came to celebrate culture, engage in activities, and be inspired by presenters who had experienced the care system and who overcame adversity.

LIFELONG CONNECTIONS PROGRAM

This year, homecomings and trips have been made to many communities in BC and the eastern provinces. Recent trips have been made to Bella Bella, Alexis in Alberta, Lac Seul in Ontario, and Birdtail Sioux in Manitoba. Children have also travelled to visit their parents and extended family in Calgary, Edmonton and Winnipeg.

As part of the lifelong connections program, six youth between child protection and guardianship participated in Tribal journeys last summer, travelling from Nanaimo to Washington State following a traditional canoe route that has been travelled for many generations by the people from the territory. A group of staff and youth from Guardianship came to meet the canoes coming into their final destination and celebrate their accomplishments.

YOUTH ADVISORY COMMITTEE(YAC)

Established in 2010 by the Guardianship Program, YAC consists of 12 youth who meet monthly to ensure that youth have a voice in the care system that serves them. The Youth Advisory continues to be a thriving project and a model for best practice. This year, the youth have spoken about their experiences at UBC, first to social work classes and then again as part of a research project looking at how better to support Aboriginal youth in the education system. In the fall, they spoke to the Indigenous Research Network highlighting their experiences and speaking to what shifts and changes they would like to see in the care system. In the spring they were invited to showcase the committee at the Guardianship Best Practice Forum hosted by MCFD as an example of youth inclusion and to present a model of a meaningful youth advisory committee. As they have progressed in their journey, so have their cultural teachings, leadership skills, and vision for the future.



AUDITOR'S REPORT ENNS AND COMPANY

VANCOUVER ABORIGINAL CHILD
AND FAMILY SERVICES SOCIETY
FINANCIAL STATEMENTS
MARCH 31, 2014

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

INDEX

MARCH 31, 2014

	Page(s)
Auditor's Report	1
Statement of Financial Position	2 - 3
Statement of Changes in Net Assets	4 - 5
Statement of Operations	6 - 7
Statement of Cash Flows	8
Notes to Financial Statements	9 - 15
Detailed Statements of Revenues and Expenses -	
Guardianship and Resources (R000139809)	16 - 17
Infrastructure (R000139810)	18 - 19
Residential Resources and Cultural (R000139808)	20 - 21
Family Preservation (R000139806)	22 - 23
Child Protection (R000139811)	24 - 25
Vancouver Coastal Health Authority	26



INDEPENDENT AUDITOR'S REPORT

To the Members of:
Vancouver Aboriginal Child and Family Services Society

We have audited the accompanying financial statements of Vancouver Aboriginal Child and Family Services Society which comprise the statement of financial position as at March 31, 2014, the statement of changes in net assets, the statement of operations and the statement of cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2014, its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations. As required by the Society Act of British Columbia, we report that in our opinion, these principles have been applied on a basis consistent with the preceding year.

Burnaby, B.C., Canada
June 10, 2014

A handwritten signature in black ink, appearing to read "Enns & Company".

ENNS & COMPANY
Certified General Accountants

Page 1.

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2014

	2014	2013
ASSETS		
CURRENT		
Bank (Note 3)	\$ 965,084	\$ 1,519,888
Short term investments (Note 4)	5,830,098	5,748,167
Accounts receivable	148,533	69,340
GST refundable	63,562	172,926
Prepaid expenses	61,228	56,864
	7,068,505	7,567,185
CAPITAL ASSETS (Note 5)	361,731	427,367
	\$ 7,430,236	\$ 7,994,552

The accompanying notes are an integral part of these financial statements

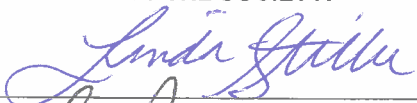
Page 2.




**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2014**

	2014	2013
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 966,398	\$ 971,400
Payroll liabilities	418,573	401,461
Withholding and other payroll taxes	55,558	149,582
Deferred contributions (Note 6)	1,148,113	1,543,935
Due to MCFD - net	542,845	644,973
	3,131,487	3,711,351
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL		
ASSETS (Note 7)	74,298	75,832
	3,205,785	3,787,183
NET ASSETS INVESTED IN CAPITAL		
ASSETS (Note 5)	287,433	351,535
INTERNALLY RESTRICTED - CAPITAL		
ACQUISITION	1,762,641	1,762,641
UNRESTRICTED (Page 4)	530,202	245,421
INTERNALLY RESTRICTED (Page 5)	1,644,175	1,847,772
	4,224,451	4,207,369
	\$ 7,430,236	\$ 7,994,552

APPROVED BY THE SOCIETY:

 _____ Director

 _____ Director

The accompanying notes are an integral part of these financial statements

Page 3.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2014**

	Pages #	Revenues	Expenses	Inter-fund Transfers	Surplus (deficit) for year	Surplus transfer/ Deficit recovered	Ending Surplus (Deficit)
RESTRICTED							
Guardianship and Resources	16 - 17	\$ 4,756,510	\$ (4,744,580)	\$ (48,496)	\$ (36,566)	\$ 36,566	\$ -
Residential & Cultural	20 - 21	16,122,082	(16,142,764)	20,682	-	-	-
Family Preservation	22 - 23	2,491,843	(2,327,347)	(42,495)	122,001	(122,001)	-
Child Protection	24 - 25	6,389,829	(6,225,352)	(65,799)	98,678	(98,678)	-
Vancouver Coastal Health	26	5,330	(5,330)	-	-	-	-
		\$ 29,765,594	\$ (29,445,373)	\$ (136,108)	\$ 184,113	\$ (184,113)	\$ -

Infrastructure (See below)	18 - 19	\$ 2,123,674	\$ (2,426,813)	\$ 136,108	\$ (167,031)
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TOTAL		\$ 31,889,268	\$ (31,872,186)	\$ -	\$ 17,082
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	2014	2013
UNRESTRICTED - Infrastructure		
Balance, beginning of year	\$ 245,421	\$ 250,952
Surplus (Deficit) for year (see above)	(167,031)	(55,369)
Deficit recovered from Internally Restricted reserve (Page 5)	167,031	55,369
Net assets invested in capital assets	64,102	(5,531)
Current surpluses from other programs (Note 11)	220,679	-
Balance, End of year	\$ 530,202	\$ 245,421

The accompanying notes are an integral part of these financial statements

Page 4.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2014**

	Opening reserve	Surplus transfer	Deficit recovered	Closing reserve
INTERNALLY RESTRICTED (Note 11)				
Client Specific Services (40%)				
Guardianship and resources	\$ 238,516	\$ -	\$ (20,895)	\$ 217,621
Family preservation	156,882	-	-	156,882
Child protection	558,431	-	-	558,431
	953,829	-	(20,895)	932,934
Operational requirements (30%)				
Guardianship and resources	178,887	-	(15,671)	163,216
Family preservation	117,661	-	-	117,661
Child protection	418,823	-	-	418,823
	715,371	-	(15,671)	699,700
Infrastructure (30%)				
	178,572	-	(167,031)	11,541
Total	\$ 1,847,772	\$ -	\$ (203,597)	\$ 1,644,175

Pursuant to a board resolution on March 25, 2014, it was resolved that effective April 1, 2014, all above internally restricted fund balances created by the June 18, 2008 resolution be combined and used to support infrastructure and other programs as necessary in the future.

The accompanying notes are an integral part of these financial statements

Page 5.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2014**

	2014	2013
FUNDING REVENUES		
Provincial government contributions - Principal funding	\$ 30,515,563	\$ 30,613,208
MCFD surpluses repayment for prior years	-	(335,436)
Vancouver Coastal Health Authority	687	10,000
	30,516,250	30,287,772
DEFERRED CONTRIBUTIONS		
Related to operations - recognized (carried forward) in year	395,822	431,484
Related to capital assets amortization	25,533	23,378
Related to capital assets purchases	(24,000)	(24,122)
	397,355	430,740
	30,913,605	30,718,512
DIRECT PROGRAM COSTS		
Automobile expenses	176,751	169,236
Child-in-care costs	726,364	731,301
Client assistance	222,134	162,282
Contract services	1,116,797	1,326,063
Caregiver expenses	332,509	276,542
Collaborative practice costs	10,692	12,846
Cultural intervention costs	68,027	102,540
Family support expenses	392,034	627,083
In Transit BC Fund expense	3,000	6,836
Out of care Children	6,091	9,780
Out of care caregivers	11,136	23,880
Out of care maintenance	408,332	368,983
Program supplies and miscellaneous	29,685	29,006
Residential resources costs	15,344,345	14,620,264
Salaries and benefits	7,687,425	7,575,323
Telephone and cellular	25,997	29,874
	\$ 26,561,319	\$ 26,071,839
NET FUNDING CONTRIBUTION	4,352,286	4,646,673

Continued.....

The accompanying notes are an integral part of these financial statements

Page 6.



VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2014

	2014	2013
GENERAL AND ADMINISTRATION EXPENSES		
AGM	3,484	4,081
Advertising	50	1,284
Amortization	126,137	126,454
Bank charges and interest	7,845	7,442
Board expenses	47,952	35,963
CCAY expenses	41,112	-
Contract services	12,181	58,166
Equipment leasing	14,543	15,085
Equipment purchases	21,645	11,815
Insurance	12,159	11,772
Office and general	207,748	193,538
Postage and courier	22,449	29,031
Professional dues and membership	15,192	11,482
Professional fees	91,181	80,754
Public relations & community services	130,927	94,193
Rent and repairs	1,449,054	1,463,015
Salaries, labour and benefits	2,737,667	2,531,401
Special events	31,863	26,917
Staff related costs	206,470	193,365
Telephone, fax and cellular	131,207	122,274
	5,310,866	5,018,032
NET FUNDING DEFICIT (Note 14)	\$ (958,580)	\$ (371,359)
OTHER REVENUES		
Resource homes revenue	674,342	571,214
Other income - (Note 10)	301,320	201,450
NET EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR	\$ 17,082	\$ 401,305
ALLOCATED AS FOLLOWS:		
Restricted programs (Page 4)	\$ 184,113	\$ 456,674
Unrestricted program (Page 4)	(167,031)	(55,369)
	\$ 17,082	\$ 401,305

The accompanying notes are an integral part of these financial statements

Page 7.



VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
STATEMENT OF CASH FLOWS
MARCH 31, 2014

	2014	2013
OPERATING ACTIVITIES		
Excess of revenues over expenses for year	\$ 17,082	\$ 401,305
Add: non-working capital charges		
Amortization of capital assets	126,137	126,455
Deferred contributions related to capital assets	(1,534)	744
	141,685	528,504
Net change in non-cash working capital balances from operations	(158,235)	424,416
Increase (decrease) in deferred contributions	(395,821)	(431,485)
	(412,371)	521,435
FINANCING ACTIVITIES		
Payments of lease obligations	-	(1,205)
INVESTING ACTIVITIES		
Acquisitions of capital assets	(60,502)	(132,728)
Purchase of short term investments	(81,931)	(89,069)
	(142,433)	(221,797)
NET INCREASE IN CASH AND CASH EQUIVALENTS	(554,804)	298,433
NET CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	1,519,888	1,221,455
NET CASH AND CASH EQUIVALENTS, END OF YEAR	\$ 965,084	\$ 1,519,888

The accompanying notes are an integral part of these financial statements

Page 8.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
GUARDIANSHIP AND RESOURCES (R000139809)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014**

	2014	2013
REVENUES		
Provincial government contributions - Principal funding	\$ 4,639,097	\$ 4,639,097
Other income	7,053	37,225
	4,646,150	4,676,322
DEFERRED CONTRIBUTIONS		
Related to operations - recognized (carried forward) in year	107,173	208,103
Related to capital assets amortization	3,187	4,319
	110,360	212,422
	4,756,510	4,888,744
DIRECT PROGRAM COSTS		
Automobile expenses	77,413	68,939
Contract services	111,387	212,056
Cultural intervention costs	42,467	46,396
Donation expense-C Montour	6,808	10,442
Program supplies	173	-
In Transit BC Fund expenses	3,000	6,836
Salaries and benefits	2,894,487	2,861,884
Seconded wages	-	5,576
Staff expenses	17,355	9,197
Telephone and cellular	8,787	11,468
	3,161,877	3,232,794
CHILD-IN-CARE COSTS		
Allowances/dental	47,172	32,761
Client minding costs	55,732	58,625
Client travel	93,792	101,770
CIC - Clothing grant	17,358	12,845
Education/school events	92,814	91,780
CIC - Equipment	6,996	24,575
Foods and Household	81,044	64,437
CIC - Recognizing Milestones	3,180	6,126
Medical expenditures	56,055	58,011
Living with family and friends	29,712	27,241
Preparation for independent living	7,421	-
Others	72,049	68,079
Professional support and services	48,057	41,886
	611,382	588,136
NET FUNDING CONTRIBUTION	\$ 983,251	\$ 1,067,814

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
GUARDIANSHIP AND RESOURCES (R000139809)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014**

	2014	2013
GENERAL AND ADMINISTRATIVE EXPENSES		
Amortization - Capital Assets	\$ 36,872	\$ 42,185
Bank charges and interest	203	206
Equipment leasing	2,324	2,179
Equipment purchases	8,897	3,411
Office and general	54,275	57,009
Professional fees	1,021	3,082
Public relations & community services	509	-
Rent	412,028	415,986
Salaries, labour and benefits	392,188	371,483
Special events	755	2,424
Staff related costs	23,343	27,257
Telephone fax and cellular	38,906	36,600
	971,321	961,822
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	11,930	105,992
INTERFUND TRANSFERS	(48,495)	32,123
NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	\$ (36,565)	\$ 138,115

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
INFRASTRUCTURE (R000139810)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014**

	2014	2013
REVENUES		
Provincial government contributions - Principal funding	\$ 1,811,156	\$ 1,811,156
CRUW grants	159,302	-
Other income	126,415	157,472
	2,096,873	1,968,628
DEFERRED CONTRIBUTIONS		
Related to operations - recognized (carried forward) in year	24,569	338,322
Related to capital assets amortization	9,220	10,563
Related to capital assets purchases	(6,988)	-
	26,801	348,885
NET FUNDING CONTRIBUTION	\$ 2,123,674	\$ 2,317,513

Page 18.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
INFRASTRUCTURE (R000139810)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014**

	2014	2013
GENERAL AND ADMINISTRATIVE EXPENSES		
Advertising	\$ 50	\$ 425
AGM	3,484	4,081
Amortization - Capital Assets	23,408	24,623
Bank charges and interest	7,187	6,976
Board expenses	47,952	35,963
CCAY expenses - CRUW	41,112	-
Contract services	12,181	31,891
Equipment leasing	3,183	3,733
Equipment purchases	3,670	4,845
Insurance	12,159	11,772
Office and general	83,845	70,166
Professional fees	72,285	76,527
Public Relations and Community Services	129,754	93,535
Rent and repairs	172,722	174,823
Salaries, labour and benefits	1,585,196	1,452,264
Seconded wages	78,476	58,172
Security	373	375
Special events	26,231	23,340
Staff related costs	84,719	104,949
Telephone fax and cellular	23,634	24,048
Professional Dues & Memberships	15,192	11,482
	2,426,813	2,213,990
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	(303,139)	103,523
INTERFUND TRANSFERS	136,108	(158,892)
NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	\$ (167,031)	\$ (55,369)

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
RESIDENTIAL RESOURCES AND CULTURAL (R000139808)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014**

	2014	2013
REVENUES		
Provincial government contributions - Principal funding	\$ 15,112,253	\$ 15,107,669
Resource homes revenue	674,342	571,214
Cultural program funding	83,714	83,714
Other income	1,650	1,300
	15,871,959	15,763,897
DEFERRED CONTRIBUTIONS		
Related to operations - recognized (carried forward) in year	250,123	(642,218)
	16,122,082	15,121,679
DIRECT PROGRAM COSTS		
Automobile expenses	779	1,429
Contract services	349,007	414,268
Cultural intervention costs	7,575	9,722
Program activities and miscellaneous	2,526	2,329
Residential resources costs	15,344,345	14,620,264
Salaries and benefits	90,334	85,863
	15,794,566	15,133,875
CAREGIVER COSTS		
Aboriginal Children Village	184,763	117,740
Caregivers expenses	59,572	73,895
Foster parent appreciation night	17,114	15,421
Foster parent recruitment	12,732	11,658
Kiwassa Housing	58,328	57,828
	332,509	276,542
NET FUNDING CONTRIBUTION	\$ (4,993)	\$ (288,738)

Page 20.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
RESIDENTIAL RESOURCES AND CULTURAL (R000139808)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014**

	2014	2013
GENERAL AND ADMINISTRATIVE EXPENSES		
Automobile expenses	\$ 389	\$ 203
Bank charges	65	-
Equipment leasing	49	45
Equipment purchases	-	136
Office and general	330	680
Public relations & community services	144	-
Rent and repairs	8,684	8,656
Special event	685	68
Staff related costs	4,590	315
Telephone fax and cellular	753	659
	15,689	10,762
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	(20,682)	(299,500)
INTERFUND TRANSFERS	20,682	332,388
NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	\$ -	\$ 32,888

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
FAMILY PRESERVATION (R000139806)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014**

	2014	2013
REVENUES		
Provincial government contributions - Principal funding	\$ 2,512,433	\$ 2,614,661
MCFD surplus repayment for prior years	-	(335,436)
	2,512,433	2,279,225
DEFERRED CONTRIBUTIONS		
Related to operations - recognized (carried forward) in year	(15,098)	219,757
Related to capital assets amortization	1,496	98
Related to capital assets purchases	(6,988)	-
	(20,590)	219,855
	2,491,843	2,499,080
DIRECT PROGRAM COSTS		
Automobile expenses	13,576	13,697
Client assistance and travel	10,385	16,802
Contract services	549,823	653,784
Cultural intervention costs	7,058	8,652
Program supplies	-	648
Program services	211,749	145,480
Salaries and benefits	1,107,086	1,088,594
Telephone and cellular	4,389	4,710
	1,904,066	1,932,367
NET FUNDING CONTRIBUTION	\$ 587,777	\$ 566,713

Page 22.



VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
FAMILY PRESERVATION (R000139806)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014

	2014	2013
GENERAL AND ADMINISTRATIVE EXPENSES		
Amortization - Capital Assets	\$ 10,629	\$ 7,796
Bank charges	65	65
Equipment leasing	3,512	3,656
Equipment purchases	849	609
Office and general	22,449	29,031
Public relations & community services	514	158
Rent and repairs	173,164	175,086
Salaries, labour and benefits	140,697	135,625
Special event	2,282	750
Staff related costs	49,478	18,151
Telephone fax and cellular	19,642	18,308
	423,281	389,235
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	164,496	177,478
INTERFUND TRANSFERS	(42,495)	(46,744)
NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	\$ 122,001	\$ 130,734

Page 23.



VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
CHILD PROTECTION (R000139811)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014

	2014	2013
REVENUES		
Provincial government contributions - Principal funding	\$ 6,356,911	\$ 6,356,911
Other income	6,900	5,453
	6,363,811	6,362,364
DEFERRED CONTRIBUTIONS		
Deferred contributions related to operations - recognized (carried forward) in year	24,412	308,131
Related to capital assets amortization - recognized in the current year	11,630	8,398
Related to capital assets purchases	(10,024)	(24,122)
	26,018	292,407
	6,389,829	6,654,771
DIRECT PROGRAM COSTS		
Automobile expenses	84,983	85,171
Contract services	106,580	45,955
Program supplies	-	116
Salaries and benefits	3,595,518	3,533,406
Staff expenses	3,121	6,592
Telephone and cellular	12,523	13,378
	3,802,725	3,684,618
CHILD-IN-CARE COSTS		
Allowances for inter/out provincial transfers	258	4,159
Camp costs	1,365	3,083
Client minding costs	27,528	33,133
Client travel	22,071	25,134
CIC - Clothing grant	12,749	14,647
Equipment	6,537	6,937
Education/school events	1,991	2,945
Foods and Household	17,185	26,023
CIC - Recognizing Milestones	1,329	750
Goods and services	-	6,020
Medical/dental expenses	17,345	12,807
Others	6,624	7,527
	\$ 114,982	\$ 143,165

Page 24.



VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
CHILD PROTECTION (R000139811)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014

	2014	2013
OTHER PROGRAM COSTS		
Out of care children	\$ 6,091	\$ 9,780
Out of care caregivers	11,136	23,880
Out of care maintenance	408,332	368,983
Family support expenses	392,034	627,083
Cultural intervention costs	10,927	37,770
Collaborative practice costs	10,692	12,846
	839,212	1,080,342
NET FUNDING CONTRIBUTION	1,632,910	1,746,646
GENERAL AND ADMINISTRATIVE EXPENSES		
Advertising	-	859
Amortization - Capital Assets	55,228	51,850
Bank charges	325	195
Contract services	-	26,275
Equipment leasing	5,372	5,304
Equipment purchases	7,325	2,814
Miscellaneous and general	4,252	1,693
Office and general	64,923	63,356
Professional fees	17,875	1,145
Public relations & community services	6	500
Rent and repairs	678,269	680,256
Salaries, labour and benefits	541,110	513,857
Special event	1,910	335
Staff related costs	43,951	42,490
Telephone, fax and cellular	47,887	41,905
	1,468,433	1,432,834
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	164,477	313,812
INTERFUND TRANSFERS	(65,799)	(158,875)
NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	\$ 98,678	\$ 154,937

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
VANCOUVER COASTAL HEALTH AUTHORITY
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2014**

	2014	2013
REVENUES		
Provincial government contributions - Principal funding	\$ 687	\$ 10,000
DEFERRED CONTRIBUTIONS		
Related to operations - recognized (carried forward) in year	4,643	(611)
NET FUNDING CONTRIBUTION	5,330	9,389
GENERAL AND ADMINISTRATIVE EXPENSES		
Equipment leasing	103	168
Equipment purchases	904	
Office and general	124	634
Rent	3,814	7,833
Telephone	385	754
	5,330	9,389
INTERFUND TRANSFERS	-	-
NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR	\$ -	\$ -

Page 26.



VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2014

1. PURPOSES OF THE ORGANIZATION

The Vancouver Aboriginal Child and Family Services Society (the "Society" or "VACFSS") was incorporated on May 28, 1992 under the Society Act of British Columbia .

The purposes of the Society are to:

- a) supply essential social services to aboriginal children and families who are at risk, and their communities, by:
 - I) providing delegated child welfare and related services on behalf of government agencies.
 - II) acting as a liaison between government agencies and aboriginal children, families and communities.
 - III) assisting aboriginal children and families to reconnect with their communities, culture and heritage.
- b) promote the well-being of aboriginal children and families, and encourage their full participation in Canadian society,
- c) enter into contracts which may be conducive to the Society's aims with any person, corporation or government agency,
- d) solicit, collect, receive, acquire, hold and invest money and property, both real and personal, received by gift, contribution, bequest devised, or otherwise, sell and convert property, both real and personal, into cash, and use the fund of the Society and proceeds, income, rent, and profits derived from any property of the Society in furtherance of the purposes set out above,
- e) purchase, lease, sell or hold such property, equipment and materials as are deemed necessary to accomplish the Society's purposes,
- f) do all such things as may be necessary or conducive to the attainment of these purposes.

The Society must primarily but not exclusively service aboriginal children, families and communities in the lower mainland of British Columbia

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared by management in accordance with Canadian Accounting Standards for not-for-profit organizations.

Contributions

The Society follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the appropriate fund for the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue in the appropriate fund when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Employee future benefit plans

The society offers a pension plan with a defined benefit provision which covers all employees of the society. Contributions to the pension plan are expensed when paid.

Page 9.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2014**

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial instruments

Short term investments are stated at cost plus accrued interest.

Equity instruments, if any that are quoted in an active market are stated at fair value.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the society determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the recoverable amount that could be realized from selling the financial asset or the amount that the society expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

Capital assets

Purchased capital assets are recorded at cost.

Amortization for capital assets acquired with non-restricted funds and capital assets acquired with restricted funds have been provided over their estimated useful lives as follows:

Office equipment	30% reducing balance
Computer hardware	30% reducing balance
Computer software	100%
Leasehold improvements	Over the term of the lease
Assets under capital leases	Lesser of term of the lease and asset life

Asset retirement obligations

The Society recognizes asset retirement obligations where a reasonable estimate of the fair value of the obligation and the future settlement date of the retirement of the asset can be determined.

Measurement uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Management reviews all significant estimates affecting its financial statements on a recurring basis and records the effect of any necessary adjustments. Actual results could differ from the estimates.

3. BANK FACILITIES

The Society has a line of credit facility of \$500,000, an equipment financing lease credit line of \$250,000 and a Scotia business visa card facilities of \$75,000 which are secured by a general security agreement covering all personal property of the borrower and by an authority to the bank to hold funds for \$500,000 in the form on a long-term non-redeemable GIC. As of March 31, 2014, none of bank line of credit and leasing credit and \$51,444 of the visa card credit were utilised.

Page 10.



VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2014

4. SHORT TERM INVESTMENTS

	2014	2013
Guaranteed Investment Certificates at cost plus accrued interest at rates varying around 2% per annum, maturing on various dates.	\$ 4,503,157	\$ 3,511,914
Various savings accounts with interest at variable rates.	1,326,941	2,236,253
	\$ 5,830,098	\$ 5,748,167

One of the guaranteed investment certificate included above amounting to \$500,000 is non-redeemable as it is being used to secure the bank facilities provided to the society (Note 3).

5. CAPITAL ASSETS

Capital Assets - Restricted plus Unrestricted funds				
	Cost	Accumulated Amortization	Net 2014	Net 2013
Assets acquired with non-restricted fund:				
Office equipment	\$ 153,527	\$ 113,804	\$ 39,723	\$ 50,167
Computer hardware	204,393	94,253	110,140	117,367
Telephone equipment	180,765	125,685	55,080	74,634
Leasehold improvements	101,919	48,305	53,614	70,241
Automobiles	82,942	54,067	28,875	39,126
	723,546	436,114	287,432	351,535
Assets acquired with restricted fund (Note 7):				
Office equipment	141,386	120,179	21,207	28,735
Computer hardware	116,490	77,998	38,492	26,533
Telephone equipment	67,531	63,335	4,196	5,686
Leasehold improvements	16,181	9,263	6,918	10,154
Automobiles	19,500	16,014	3,486	4,724
	361,088	286,789	74,299	75,832
Total	\$ 1,084,634	\$ 722,903	\$ 361,731	\$ 427,367

Page 11.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2014**

6. DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent resources externally restricted and unrestricted operating funding received in the current period that is related to the subsequent period.

7. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

Deferred contributions related to capital assets represent the unamortized portions of equipment and leasehold improvements acquired with restricted contributions (Note 5).

The changes for the year in the deferred contributions balances are as follows:

	Family Preservation	Guardianship	Infrastructure	Child Protection	Total
Cost	\$ 11,165	\$ 46,743	252,010	58,159	\$ 368,077
Amortization to revenue	(5,396)	(37,765)	(224,487)	(26,130)	(293,778)
Ending balances - 2014	\$ 5,769	\$ 8,978	\$ 27,523	\$ 32,029	\$ 74,299
Ending balances - 2013	\$ 277	\$ 12,166	\$ 29,755	\$ 33,634	\$ 75,832

8. OPERATING LEASES

Office premises

The Society occupies leased premises in various buildings under operating leases. The annual charges consist of the basic rent, the proportion share of the property tax and operating expenses.

Office equipment

The Society also leases various office equipment which are held under operating leases.

The future minimum operating lease payments in respect of office premises and equipment for each of the next five years are as follows:

	Equipment	Buildings
2015	\$ 1,341	\$ 1,322,434
2016	-	1,279,020
2017	-	265,440
2018	-	265,440
2019	-	265,440
	\$ 1,341	\$ 3,397,774

Page 12.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2014**

9. PENSION PLAN

The Society is a member of the British Columbia's Public Service Pension Plan. The plan is considered a contributory defined benefit pension plan covering all employees of the society. Under the plan, contributions are made by the plan members and the society. The plan is administered by the Government of British Columbia.

The pension plan has approximately 110,000 active and retired members. At March 31, 2011, the date of the most recent actuarial valuation available, the plan had an unfunded liability of approximately \$275,000.

The society's contribution to the plan during the current year amounted to \$725,407 (2013: \$683,182).

10. OTHER INCOME

	2014	2013
CRUW grants	\$ 159,302	\$ -
Donations	50	36,679
Interest income	123,404	127,252
Miscellaneous income	18,564	13,269
Community Action Initiative grant	-	24,250
	\$ 301,320	\$ 201,450

11. INTERNALLY RESTRICTED/UNRESTRICTED NET ASSETS

Pursuant to a board resolution passed on June 18, 2008, it was resolved that future surpluses arising from the restricted programs and authorized to be retained by the Society in accordance with the terms of the corresponding funding agreements will be dealt as follows:

70% of that program's surplus for the year will be internally restricted to be used to enhance client specific services (40%) and to address operational requirements within that program (30%).

The remaining 30% will be transferred to infrastructure and will be unrestricted to support agency wide initiatives and operational requirements.

Subsequently, pursuant to another board resolution passed on March 25, 2014, it was resolved that the above June 18, 2008 resolution be rescinded and that effective April 1, 2013, future surpluses arising from those restricted programs be transferred to the Unrestricted fund to be used for any programs that require additional funding.

Furthermore, pursuant to another board resolution on the same day on March 25, 2014, it was resolved that effective April 1, 2014, all internally restricted fund balances created by the June 18, 2008 resolution be combined and used to support infrastructure and other programs as necessary in the future.

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2014**

12. FINANCIAL RISKS

The society, as part of its operations, carries a number of financial instruments. It is management's opinion that the society is not exposed to any significant risk as a result of these financial instruments.

Credit risk

The society is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable. The society does not obtain collateral to support the accounts receivable subject to credit risk but mitigates this risk by dealing only with what management believes to be financially sound counterparties and accordingly, does not anticipate significant loss for non-performance.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The society is not exposed to such currency risk as all its transactions are conducted in Canadian dollar.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in interest rate. The society is exposed to interest risk on its fixed income securities (Note 4) and manages that risk by using a portfolio with varying terms to maturity.

Liquidity risk

Liquidity risk is the risk that the society will be unable to fulfill its obligations on a timely basis. The society manages its liquidity risk by monitoring its operating requirements and by preparation of a budget to ensure that it has sufficient funds to fulfill its obligations.

13. HEALTHCARE BENEFIT PLAN

The society is a member of the Health Employers Association of British Columbia ("HEABC") that entered into a contractual agreement with the trustees of the Healthcare Benefit Trust ("HBT") to participate in the Community Social Services Group Benefits plan.

Under the agreement, if the society was to leave the plan for any reason, it will be liable for its share of any unfunded actuarial liabilities in respect of all the benefit programs that the society participated in, as of the termination date.

As at March 31, 2014, the society's share of unfunded actuarial liabilities based on the valuation date on December 31, 2013 was estimated to be \$Nil (2013-\$38,153).

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2014**

14. ECONOMIC DEPENDENCE

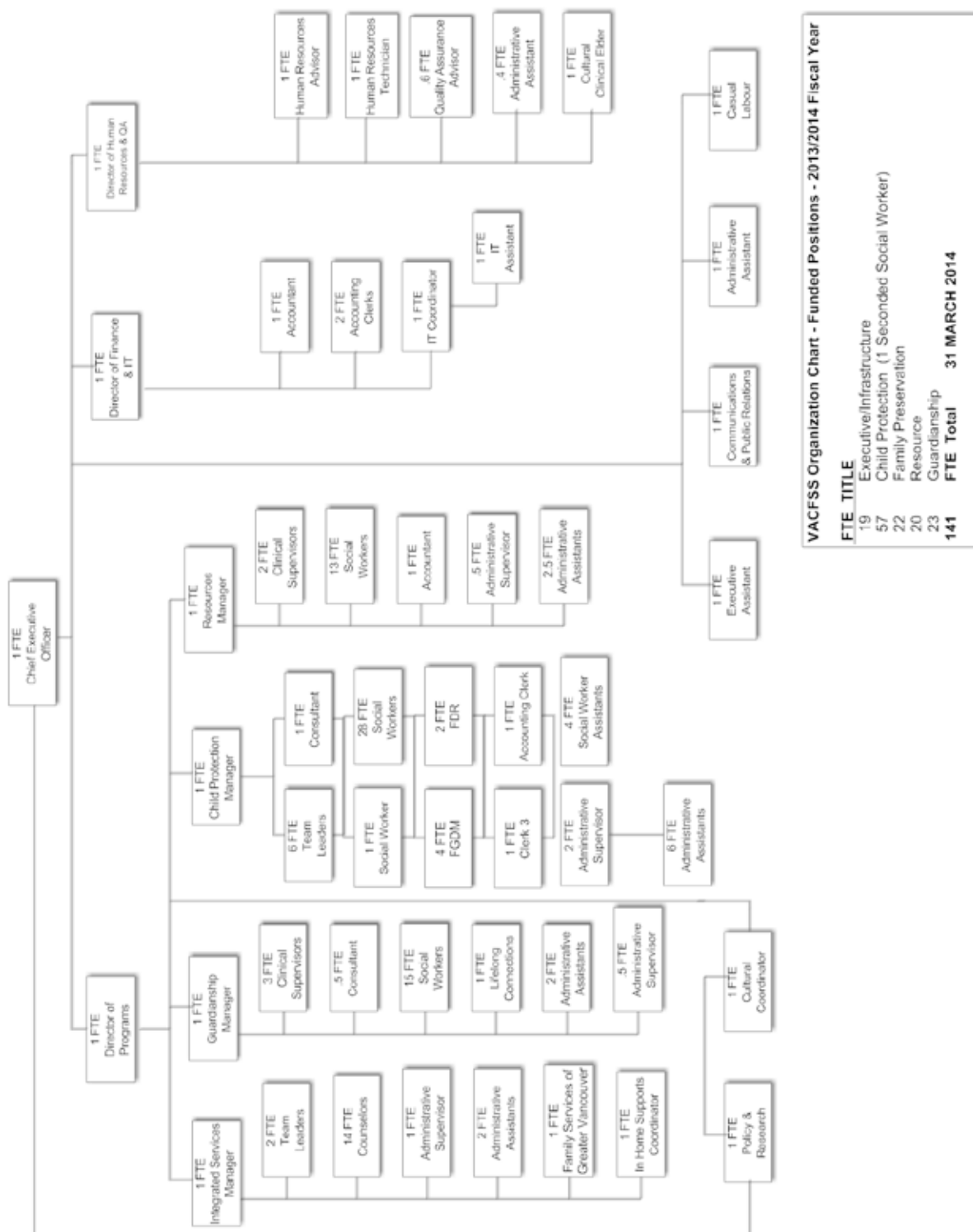
The Society is dependent on the Ministry of Children and Family Development to provide sufficient funds to continue operations, replace essential equipment and complete its capital projects.

The society is also dependent on non-contractual miscellaneous revenues to subsidize its funding deficit.

COMMUNITY PARTNERS

- » Aboriginal Mother Center Society
- » Aboriginal Wellness
- » Ascante Centre
- » Association of Neighbourhood Houses of British Columbia
- » Atira Women's Resource Society
- » Baby Go Round
- » Battered Women's Support Services
- » BC Children's Hospital & Child & Family Clinic
- » BC Housing
- » BC Women's Hospital and Health Centre - Fir Square
- » Big Sisters of British Columbia
- » Boudreau & Jang Ltd
- » Boundaries Program
- » Broadway Youth Resources Centre (BYRC)
- » Building Blocks (ACFS)
- » Centre for Sustainable Food Systems at UBC Farm
- » Child and Adolescent Response Team (CART)
- » Children's Foundation
- » Community Centers
- » Community Living British Columbia (CLBC)
- » Connexus Family and Child Services
- » Drake Medox Health Services
- » DTES Women's Center
- » Family Services of Greater Vancouver
- » Federation of Aboriginal Foster Parents (FAFP)
- » Federation of Foster Parent Association
- » Fostering Early Development
- » Fraser Valley Aboriginal Child and Family Services Society (FVACFSS, Xyolhemeylh)
- » Greater Vancouver Food Bank Society
- » Healthiest Babies (Coastal Health)
- » Helping Spirit Lodge Society
- » Hey-Way ñNoqu Healing Circle for Addictions Society
- » Hollyburn Family Services
- » Howe Sound Rehabilitation Service Society
- » Kiwassa Neighbourhood House
- » L'uma Native Housing
- » Legal Aid & Family Justice Center
- » MCFD Youth Services
- » Mental Health Teams
- » Ministry of Children & Family Development (MCFD),
- » Mosaic
- » Native Court Workers and Counselling Association
- » Native Education Centre (NEC)
- » Native Health Society (VNHS)
- » Nenqayni Wellness Center Society
- » Network of Inner City Community Services Society (NICSS)
- » Pacific Association of First Nations Women (PAFNW)
- » PLEA
- » Public Guardian and Trustee of British Columbia
- » Quest Food Exchange
- » Rain City Housing
- » Ray-Cam Cooperative Centre
- » Residential Resource Services, Vancouver Area
- » Safe Babies Program
- » Salvation Army
- » SHEWAY
- » Sorella House
- » SOS Children's Village BC
- » Spirit of the Children
- » Squamish Nation, Ayes Men Men (Child and Family Services).
- » Stonehouse Child and Youth Support Services
- » Sunny Hill Health Centre
- » The FACES Program
- » The Pace Program
- » Urban Native Youth Association (UNYA)
- » Vancouver Aboriginal Friendship Center Society (VAFCS)
- » Vancouver Coastal Health Authority
- » Vancouver Incest & Sexual Abuse Centre (VISAC)
- » Warriors Against Violence
- » Watari Counseling and Support Services Society
- » WJS Short Stop Home
- » YMCA/YWCA

ORGANIZATIONAL CHART



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