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Vancouver Aboriginal Child  
and Family Services Society



ANNUAL REPORT

# VACFSS ANNUAL REPORT



VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

*Our Children, Our Future, Our Responsibility*

JUNE 2015





## 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.

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SEIZE THE WONDER AND UNIQUENESS OF TODAY! RECOGNIZE THAT THROUGHOUT THIS BEAUTIFUL DAY, YOU HAVE AN INCREDIBLE AMOUNT OF OPPORTUNITY TO MOVE YOUR LIFE INTO THE DIRECTION YOU WANT TO GO.



# BOARD OF DIRECTORS

## THE BOARD OF DIRECTORS AS OF THE 2014 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
Darlene Willier . . . . .	Director



# MESSAGE FROM THE CHAIR

Dear Members:

Once again, I am pleased and proud to provide you with a yearly report of the accomplishments of the Vancouver Aboriginal Child and Family Services Society and to highlight the tremendous growth, development and stability of the organization. In 2013, the Board focused the strategic priorities on the following:

- 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 capacity of VACFSS and to;
- Share our Aboriginal experiences in developing and implementing VACFSS Aboriginal child welfare policies and practices;

Since establishment in 1992, VACFSS has grown from a Family Support and advocacy agency for Aboriginal families receiving services from MCFD with funding less than \$100,000. Since 2008, VACFSS has been a fully delegated agency, gradually assuming more and more services on behalf of the Director and now providing Integrated Services/ Family Preservation and Support, Guardianship, Residential Resources and Child Protection. In 2014, VACFSS received contract funding for over \$30.5 million and served a total of approximately 459 children-in-care files, and 478 Family Service files. Over the last number of years VACFSS has generated general and administrative efficiencies especially during a period of exponential growth and program delivery. Now, as a comprehensive agency, VACFSS has also developed

innovative and collaborative initiatives such as family group conferencing, elder assisted interventions, inclusive foster care, Strengthening Fathers and other parenting groups, Culturally Relevant Urban Wellness for Youth and the establishment of the Youth Advisory Committee. These services have been strategically developed as a result of the growing demand for services and operational experience that has enabled the agency to identify and address needs.

By ensuring strong governance and continuing to build capacity, VACFSS maintains accountability both to the funder and its membership. The Board plays an active role in establishing, and monitoring the strategic priorities, and through the reporting of the CEO. Additionally, VACFSS has established partnership and collaborative relationships with the various stakeholders and clients. The most recent MCFD Practice Audit highlighted many agency strengths such as a strong partnership with MCFD after hours, the involvement of Elders with child safety teams and integrated services, extensive use of collaborative practice processes, and efforts made to ensure sibling and family contact.

Furthermore, we recognize that our children belong to various diverse Aboriginal communities, and that we share a joint interest in ensuring their cultural continuity and promoting cultural connections for our children in care. The best interests of our children are best served through best practice and partnership with other Delegated Agencies. VACFSS will be undertaking the signing of more Protocols to formalize the collaborative relationships, to promote the coordination of services and most importantly, to acknowledge a joint commitment to recognize and strengthen our children's roots, culture and identity, to ensure involvement of extended family and their community or nation, as a foundation for developing permanent attachments and sustainable lifelong connections.

In terms of capacity building, VACFSS continues to grow and strive for service improvement, to strengthen the mission, vision and strategic priorities to contribute to restorative child welfare practice. The establishment of the Research Committee comprising of Board, Management and staff demonstrates the agency's commitment to ensure an ethical and consistent Research Framework, and collaboration to achieve better outcomes.

I wish to thank our staff and community for their hard work and dedication. By working in partnership, we can ensure that our children and youth all grow up in safe and supportive environments, and to provide them with the best chances of becoming healthy and secure community members.

Sincerely,

Linda Stiller, President



# MESSAGE FROM THE CEO

It is my pleasure to report on another year of VACFSS' accomplishments and to highlight the tremendous work undertaken by all of the VACFSS staff. This reflection begins with the questions of "What are the factors that support our work?" and "What outcomes do we want to see for our children, youth and families?"

## BOARD SUPPORT AND VISION

I am grateful for the vision, leadership and support of the Board of Directors. As a collective, the Directors have over 50 years of volunteer service. Each Director comes with their own area of specialization and life wisdom. In any organization the Board has a key role for ensuring the organization remains accountable and continues to build on its accomplishments. In October 2014, the board recommitted to three of its original strategic priorities and identified research as a new priority. This year we acknowledge and sincerely thank Elder Marilyn Mura for her 11 years of service as a volunteer.

## EMPLOYEE RETENTION

VACFSS Board and Management raise their hands to the social workers. From a practice perspective, the retention of our social workers is critical in the continuity of relationship with vulnerable families. Currently, over one hundred (100) of our families meet the criteria for high risk and complex needs including high risk pregnancies. Typically, VACFSS social workers are engaged with the majority of our families for 2 to 5 years before they determine the need for ongoing child protective and family services. Further, many parents continue to receive support from the Guardianship social workers as their children move through continuing care where family reunification is the goal for the majority of children and youth regardless of their legal status.

We are grateful for the administrative staff and management for their support of the social workers who interface with families. We value the caregivers and extended family members who look after the children and youth on a daily basis and who give of their hearts and lessons from their life journeys. We continue to strengthen the relationships with other service providers that provide a safety net and the healing interventions required for our most vulnerable children, youth and families. It is essential that partnership is imbedded through the VACFSS service delivery system to ensure access to services within the greater Vancouver area.

## ACKNOWLEDGING OUR JOURNEY

As we welcome new employees into the agency, we remind them of the founders who initiated dialogue with government representatives for the development of an urban Aboriginal child welfare agency in Vancouver. We also acknowledge all of the former staff and board members who have contributed to the development of an organization considered to be a leader in Aboriginal child welfare practice. The leadership and skill demonstrated by the current management staff of VACFSS is evident in their program and department reporting. Each of the Managers at VACFSS demonstrates leadership, courage and commitment to reframing policy and practice that is congruent with the lived experience of urban Aboriginal children, youth and families. They have achieved a deep understanding of the role of culture in strengthening Aboriginal identity and are committed to the implementation of cultural practice in the healing of families. I believe that the vision and primary motivation of our founders was to restore the traditional teaching of the child as a sacred bundle and to facilitate healing from a historical and culturally informed place.

## DEVELOPING A RESTORATIVE MODEL OF CHILD WELFARE

The emerging pathways of restorative child welfare policy and practice within VACFSS include:

1. Culturally grounded and experienced Board of Directors who provide strategic vision and accountability;
2. Reframing and augmenting MCFD policy based on practices that are congruent with the lived experience of our families and indigenous approaches to helping;
3. VACFSS working closely with legal counsel to move away from court orders for structuring service intervention and utilizing agreements with families through collaborative practice. This includes the utilization of least intrusive measures, voluntary and special needs agreements and out of care placements;
4. The provision of concrete support to families to alleviate socio economic stressors;
5. The establishment of ongoing Elders positions to facilitate client engagement from a trauma informed place and to provide cultural grounding for the families and social workers;
6. A dedicated Family Preservation program that provide a range of supportive, therapeutic individual and group interventions;
7. Strengthening cultural identity through joint social worker and client participation;
8. Working with other delegated agencies to focus on placing, returning and/or keeping children connected to extended families where possible;
9. Partnerships with other service providers;

10. Multiyear reporting on program activity and outcomes for ongoing program and policy development; and
11. In house research as the basis for dialogue, learning and strengthening our practice.

## CREATING COMMUNITY AND OPPORTUNITY FOR OUR CHILDREN AND YOUTH

It is our commitment to contribute to the resiliency of children youth and families by keeping children connected to their extended family and community while in care. Guardianship social workers and our long term caregivers are the greatest advocates for children and youth in the areas of health, education and accessing opportunities for holistic development. Child and youth engagement occurs through the facilitation of several agency events. Leadership development opportunities for youth include the Culturally Relevant Urban Wellness program (CRUW) and the Youth Advisory Committee. Homecomings, where children visit their communities and reconnect with extended family are coordinated with other Delegated Aboriginal Agencies, are increasing. The outcomes for our children in care continue to improve with respect to completion rates for high school and a reduction in the number of moves that occur during their early years. Of the 33 youth who turned 19 in 2014, 13 youth were eligible for Community Living Services and were transitioned into supported living arrangements.

## RESEARCH AS A STRATEGIC PRIORITY

The Board's decision to appoint research as a strategic priority has strengthened our commitment to outcomes, best practice, and policy reframing. The Research Committee, comprised of board and staff, will be providing oversight to the various research initiatives currently underway as well as determining which research questions require further definition. VACFSS is finalizing an agreement with the UBC School of Social Work



to document practice pathways in child protection that have resulted in positive outcomes for families. Current research initiatives build on community based research already completed including Strengthening our Practice and Honoring our Diversity (both reports are available through our website).

## LEADERSHIP DEVELOPMENT

Leadership within VACFSS is recognized within the context of the VACFSS values and vision, contributing to a respectful work environment, utilizing all the options available to work within a strength based approach, and in recognizing the vulnerability, resiliency, and strength of children, youth and families. Leadership is recognized in staff who are taking initiatives that are within the circle and “beyond the box” and in their ability to work within an environment of change and challenge. All social workers, supervisors and managers are required to engage in leadership training opportunities offered within the society and those available through MCFD. Given the complex nature of the work undertaken by each individual, and collectively as a society, we invest resources and time to ensure that our work environment is respectful and supportive.

## ADDRESSING FUNDING SHORT FALLS

Since 2011/12 VACFSS has relied on past year efficiencies to meet its required service levels. The efficiencies generated through the child protection program during its growth period from 2008 to 2010 will be depleted at the end of the 2016 fiscal year. VACFSS has worked in partnership with MCFD representatives to address ongoing operational and policy challenges. We are confident that our discussions with the ADM’s office will result in a joint plan for addressing the funding short falls in the area of child specialized residential costs, building occupancy costs, administrative costs, and unfunded FTEs.

## SUMMARY

I am both proud and humbled to have served as the CEO of VACFSS since 2005. It has been an honor to grow with the organization, to be supported by wise and kind Directors, to support and be inspired by the social workers and support staff, to work collaboratively with past and current managers, to nurture and sustain partnerships with other community agencies, and to represent VACFSS in the community.

All My Relations,

Bernadette Spence, BSW, MSW

Ka pis im mit tim mo tiht iskwew







# DIRECTOR OF PROGRAMS

**Sohan Singh**

The Director of Programs works under the leadership of the CEO to support and coordinate the functions of VACFSS' program areas: Guardianship, Resources, Integrated Services/ Family Preservation, and Child Protection/Collaborative Practices. The Managers of each of these Programs reports to the Director of Programs, as do the Strategic Policy Advisor and the Special Projects Officer.

Collaborative planning and a client-focused, integrated approach to practice are utilized to enhance strength-based and culturally relevant service delivery to children, youth, and families. We have worked diligently 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 and I meet bi-weekly. The purpose of these meetings is to provide an opportunity for the Managers to share and discuss new policies, practice trends, initiatives, and to work collaboratively on developing approaches or guidelines to support and improve our practice and service delivery. The Managers provide updates from their Program areas and we collectively consider and develop strategies to accomplish short and long term goals. These meetings are consistently very productive and have created an environment of shared responsibility for the provision of high quality services to our children and families.

### INTEGRATING OUR PRACTICE MEETINGS

The Integrating Our Practice Meetings (IOP) are a highly successful learning initiative that commenced in late 2012. These meetings occur bi-monthly and include all practice

leaders at VACFSS: Elders, Director of Programs, Program Managers, Team Leaders, Program Coordinators, Program Consultants, and the Strategic Policy Advisor. The primary purpose of these meetings is to nurture and enhance the relationships among the program areas in order to promote an informed, cohesive, and integrated approach to Aboriginal child welfare practice. Over the last few years 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 support growth in our clinical knowledge and practice. In 2014/15 we had a number of stimulating IOP meetings, many with guest presenters, that focused on areas of special interest and significance: "Centering Ethics in Group Supervision: Fostering Cultures of Critique & Structuring Safety", "Healing From Residential School and Colonial Trauma: Walk the Talk", "Protocol Keepers Training", "Integrating Contracted Support Programs into our Practice", and a "Domestic Violence Forum". All participants are very positive and enthusiastic about these meetings and indicate that they have contributed to a deeper understanding and appreciation of the continuum of child welfare services at VACFSS.

## VACFSS SPECIAL PROJECTS

In 2014 VACFSS achieved significant developments within Special Projects: expanding the Culturally Relevant Urban Wellness (CRUW) program; completing the Strengthening our Practice (SOP) special project; and redefining the Rites of Passage special project within the context of a strategic priority for research identified by the Board of Directors. These achievements and their ongoing development are detailed below.

### **CULTURALLY RELEVANT URBAN WELLNESS (CRUW) PROGRAM**

The CRUW program continues to engage youth at VACFSS in culturally restorative land-based practice. The four programming streams offer a multi-year trajectory of service with the goals of promoting positive identity, cultural connections, concrete skill-building and leadership competencies for the youth participants. The four programming streams include:

1. the core UBC Farm program;
2. the Cottonwood Community Garden program;
3. the Life Skills and Leadership program; and
4. the Youth Mentor Committee.

CRUW provides services to some 100 youth annually across these program streams. In 2014, with the guidance of the VACFSS Board of Directors and CRUW Elders Advisory Circle, we began conducting community-based indigenous research in the program. Our initial findings, presented at the National Indian Child Welfare Association conference in Portland in April of 2015, indicate that CRUW is achieving program goals in measurable and evidence-based ways. This year we are conducting a subsequent study investigating the role of Elders, knowledge keepers and land-based practice at CRUW in promoting positive identity, cultural connections, concrete skill-building and leadership competencies to support Aboriginal youth in the transition out of the child welfare system and into independent living.

### **STRENGTHENING OUR PRACTICE (SOP)**

In 2014 VACFSS concluded the Strengthening Our Practice (SOP) special project. The findings of this project were synthesized and documented in a paper on restorative urban Aboriginal child welfare practice which is in the process of being submitted for publication. The findings of SOP clearly indicate that, with over more than 20 years of service in the community, VACFSS have developed a unique and restorative model for urban Aboriginal child welfare. These findings

have contributed, in part, to the Board of Directors' recent decision to make research a strategic priority at VACFSS. Program Managers are currently in the process of finalizing research initiatives within their program areas at VACFSS that will illustrate restorative child welfare practices. These initiatives will contribute to the evidence-base for ongoing innovations in restorative policy and practice at VACFSS.

### **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. During 2014 a comprehensive literature review was conducted into the rites of passage ceremonies of the diverse Aboriginal children and families connected to VACFSS. This special project is currently being redefined within the context of the newly emerging research initiatives at VACFSS. The project will move forward this year, engaging Elders and knowledge keepers, social workers, caregivers, youth and other community experts and stakeholders in a process of identifying circles of support across the trajectory of service that youth experience at VACFSS.

### **A TIME TO EVALUATE, CONSOLIDATE AND HONE**

Over the last 3 years I have seen a group of managers, relatively new to their leadership roles, develop into a highly responsible and capable leadership team. This has been accomplished in the face of numerous significant challenges, both internal and external to our Agency. By effectively supporting each other at all levels in this Agency we have been able to continue to improve our service delivery. A critical factor to our success has been our ability to develop and nurture our relationships with key community partners to benefit the people we serve. This is a time to assess our strengths, identify areas for growth, and continue to work in the spirit of partnership and openness to hone our capacity to provide the highest quality services to our children, youth, and families.



# HUMAN RESOURCES & 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 2014/2015 fiscal year as in the previous year, a significant amount of HRQA 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 2014/2015 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, leadership and supervisor training, violence prevention, 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, 2015)

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 created additional authorized positions and applied efficiencies to bring up the total complement of employees to 162.

In addition, 56% (85) of VACFSS staff members were of Aboriginal ancestry to try to reflect the demographics of the clients that VACFSS serves. Furthermore, 50% of frontline workers and 58% of Team Leaders/Supervisors were of Aboriginal ancestry. Recruitment initiatives of HRQA have been very successful in that there were 568 applications to VACFSS resulting in 24 new employees hired and 17 (71%) of these new hires were of Aboriginal ancestry. In addition, there were also 29 internal selections. The turnover rate for VACFSS decreased to 7.4% compared to 13.4% for the 2013/2014 fiscal year. This was the lowest turnover rate in the last eight (8) years. This low turnover rate may be attributed to VACFSS retention and selection strategies.

## PRACTICUM PROGRAM

HRQA has maintained a very successful Practicum Program at VACFSS in the 2014/2015 fiscal year. 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.

In 2014/2015, twelve (12) practicum students completed placements at VACFSS including six (6) of Aboriginal ancestry. A number of these students are seeking employment with VACFSS.

### **EDUCATION AND TRAINING**

Once again extensive training was provided to VACFSS staff in the 2014/2015 fiscal year. HRQA continued to support Leadership Training at VACFSS under Siyamints (see-yom-main-ts). This Leadership Essentials Program was delivered to eleven (11) senior Social Workers. Also, the first In – House Supervisor Training Program was delivered at VACFSS which consisted of four (4) days of training. Twenty- one (21) persons attended. 5-8 weeks of Delegation training was provided by the Indigenous Perspectives Society (IPS) and was attended by sixteen (16) employees. In addition, training was provided to staff on Occupational Safety & Health including Violence Prevention, Harassing and Bullying Prevention, ergonomics and OSH supervisor training.

### **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 thereby averting the grievance process. This year zero (0) grievances were filed and two (2) grievances that were carried over from the last fiscal year were resolved.

Collective Bargaining was concluded 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 were maintained including Joint Occupational Safety and Health Committees along with Emergency personnel. Meetings were held monthly. OSH procedures are in place and the OSH manual is posted on the Intranet. Emergency drills were conducted during the year.

The Workplace Violence Protection Program continued to be enhanced and the Workplace Violence Survey was completed. Each program reviewed the results and remedies with their employees.

VACFSS is faced with the ongoing challenge of emergency personnel turnover, supervisor turnover, continual OSH training, procedure writing and amendments, OSH administration and Emergency drills. The main focus will be on workplace violence. This is one of the risk mitigation areas for VACFSS.

### **QUALITY ASSURANCE**

The Client Complaint Resolution Process (CCRP) was administered by the Quality Assurance Advisor. Thirty – one (31) eligible complaints were made to VACFSS and sixteen (16) were resolved at the Local Resolution Stage. 52% of the complaints were resolved within 30 days. The process continued 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 April 1, 2014 and March 31, 2015 one hundred twenty – five (125) Satisfaction Surveys were completed by VACFSS clients. 83% were satisfied with VACFSS workers and 73% were satisfied with VACFSS services.

## WELLNESS: LIVING A HEALTHY ABORIGINAL LIFESTYLE (LAHAL)

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

1. "Massage for Stress Reduction" sessions were provided to staff at the three (3) worksites.
2. Sewing for Wellness was provided to staff once a month.
3. Stress reduction through Yoga was delivered at all three sites.
4. VACFSS Elder, Orene Johnston, provided emotional, physical and spiritual support for all members at all three sites. She provided 611 one – to – one counselling sessions and other interventions with staff. Orene also engaged in a number of group interventions.
5. The Critical Incident Stress Management (CISM) Team continued to provide peer support to workers who experience Critical Incidents.
6. VACFSS continued to support and sponsor employees to participate in the Sun Run.

## CULTURAL TRAINING

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

1. Cultural Renewal Teachings was presented by VACFSS Client Elder and twenty – five (25) persons attended.
2. The Cultural Immersion Camp was held for four (4) days in Gambier Island and twelve (12) staff attended.
3. Protocols Teachings was provided by CEO, Bernadette Spence on July 24, 2014 and eighteen (18) people attended.

## SUMMARY

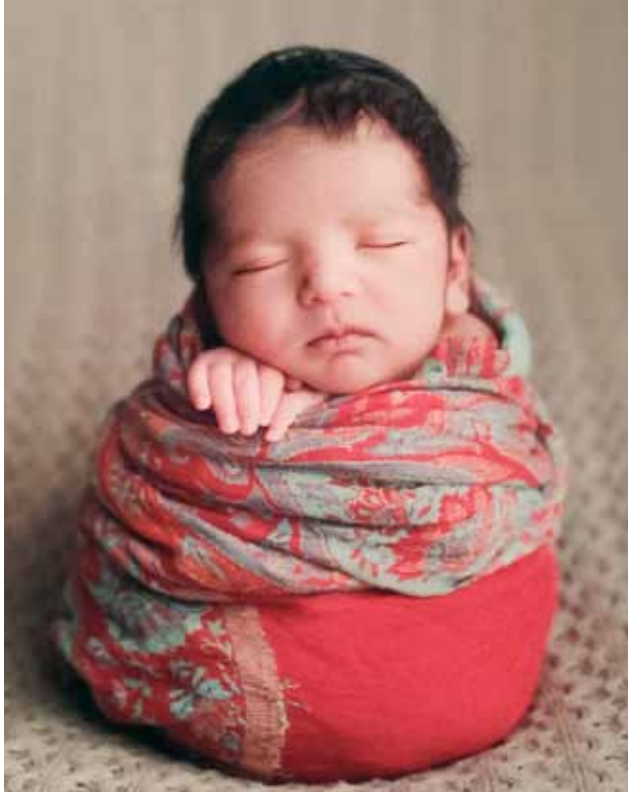
In the 2014/2015 fiscal year the HRQA Department once again continued to be faced with significant challenges as the result of the work environment in an era of greater accountability and demand for services. Great emphasis was placed in recruitment of Aboriginal applicants to VACFSS. In addition, the 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 HRQA initiatives contributed to a welcoming work environment.

## FUTURE INITIATIVES AND GOALS

The following initiatives will be taken in the 2015/2016 fiscal year:

1. Training for VACFSS Team Leaders/Supervisors, Acting Supervisors and Managers will be continued and Leadership Essentials will be delivered over ten modules.
2. The Cultural Camp will be held in the Fall and Elders forums will also be provided for staff.
3. HRQA will provide leadership in the Violence Prevention Program and the Bullying and Harassment Prevention Program.
4. A formal Attendance Management strategy will be instituted at VACFSS.
5. There will be a continued cultural grounding of HRQA practices and procedures.
6. Occupational Health and Safety procedures will continue to be developed and amended with an emphasis on preventing workplace violence, harassment, and bullying.

7. The Quality Assurance Program will be further developed to ensure greater accountability to the clients that VACFSS serves. A cultural component will be added to the Client Complaint Resolution Process.
8. Aboriginal cultural competencies will be formally identified as they relate to VACFSS hiring, evaluation and service delivery.
9. 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.



WE ARE INDIVIDUALLY LIKE  
FRAGILE STRANDS OF SWEETGRASS,  
BUT LIKE SWEETGRASS THAT IS  
BRAIDED TOGETHER, INDIVIDUALS  
LINKED TOGETHER IN A HEALING  
CIRCLE OF FAMILIES LEND SUPPORT  
TO SOLVING PROBLEMS OF THE  
COMMUNITY.

-Mohawks of Kahnawake



# CHILD PROTECTION

**Nazeem Ratanshi, Manager**

VACFSS is responsible for child protection and family support services provided to Aboriginal children, youth and families who reside in Greater Vancouver. This includes: providing services that will help strengthen Aboriginal children and families, providing support to parents and other kinship caregivers who are responsible for the care of children, and reviewing, assessing and investigating reports of child abuse, neglect and exploitation of children.

Child protection services are guided according to the five core values of Integrity, Belonging, Humility, Respect, and Strength-Based Practice. Services provided are culturally-based and make use of traditions and practices that strengthen cultural identity. VACFSS has the legal authority, through the Aboriginal community and the CFCSA, to ensure that children are protected and families are supported.

The Child Protection program works collaboratively with the other programs, including Integrated Services, Residential Resources and Guardianship, to focus on prevention, support, and family preservation and reunification services, whenever possible.

When social workers in the Child Protection program encounter section 13 or protection concerns for children and youth, they utilize less disruptive measures in keeping children safe and connected to their family. To do this social workers seek placement of children with extended family, engage family members to participate and provide input into planning for children, and work with community agencies, key stakeholders, and community members. The overall goal of the Child Protection program staff 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 which also provides the services of two family support Elders.

We continue to increase our capacity to offer cultural support to families served as well as staff with the addition of Elders. Elders facilitate many cultural events, ceremonies as well as provide direct cultural support to program 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 in family led conferences as well as providing direct client support to family members who are impacted by complex trauma due to colonization and assimilation policy, such as Residential Schools and their own foster care experience, and or other historical events that have lead to the challenges that our families currently face.

During this fiscal year we experienced a decrease in staff changes. There were a number of new hires that filled vacant positions and there was a decrease in the number of staff that left the program. Specifically the child protection program hired 8 social workers and 3 social work assistants. An additional child protection mentor was hired to increase our capacity to provide support to the newly hired staff and in the hopes of providing mentorship and training. This position was filled internally through promotion and succession planning which continues to be our focus. Our Team Leader compliment remained relatively stable over this time period. Currently, amongst the six teams in the Child Protection Program, Team Leader experience by number of years ranges from 1 to 7 years with an average or mean of 3.33 years of experience. Amongst the 5 Child Protection Teams, the average or mean is 2.6 years of experience. Our

8 new social workers are new to the field of child protection and are in various stages of their delegation process.

The Collaborative Practice team continued to remain relatively stable. We continue to see an increase in referrals and a significant increase in requests for Elder involvement. We continually strengthen our cultural grounding in order to better serve our families by seeking guidance and support from our Elders.

One of the key initiatives of the Child Protection Program is the use of least disruptive measures and Out-Of-Care/ Kinship Options, which supports relatives and extended family and community to care for children when their parents are unable to do so. In some cases various out of care options provisions are a “doorway to permanence” for children who would otherwise be placed in foster care. This is an important role in our effort to continue to promote less intrusive measures in utilizing the various options available under the legislation and out of care options provisions. The use of alternatives to care options continues to be a central goal of the child protection program.

In September 2014, phase 4 of the Integrated Case Management (ICM) was implemented with many additional challenges with the electronic data system. We anticipate more challenges as this new phase is currently resulting in significant down time and outages making it difficult to access the electronic system. This is presenting many difficulties for all staff, including support staff, administrative staff, social workers, team leaders, and managers. Additionally, staff training remains a central goal in order to meet the needs of the children and families we serve. Staff training is essential in order to reduce the impact of the ongoing changes with ICM, policy, and legislation. There are numerous practice guidelines, policies, standards and changes in service delivery initiatives for staff to comprehend and integrate into their practice. Currently, there is a provincial Supervision Certification requirement for all Team Leaders and Managers

to fulfill. This also requires ongoing formal training in areas of policy, legislation, research development, and practice related changes specific to the ministry’s clinical supervision model.

During the previous fiscal period there was the introduction of the new Family Law Act which replaced the Family Relations Act in June 2014. Also, there were additional legislative changes to section 13 of the Child, Family and Community Service Act (CFCSA) that are specific to domestic violence which will also have an impact on case practice and additional training will be required.

CHILD PROTECTION STAFF	POSITION 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	2
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
<b>TOTAL</b>	<b>57</b>

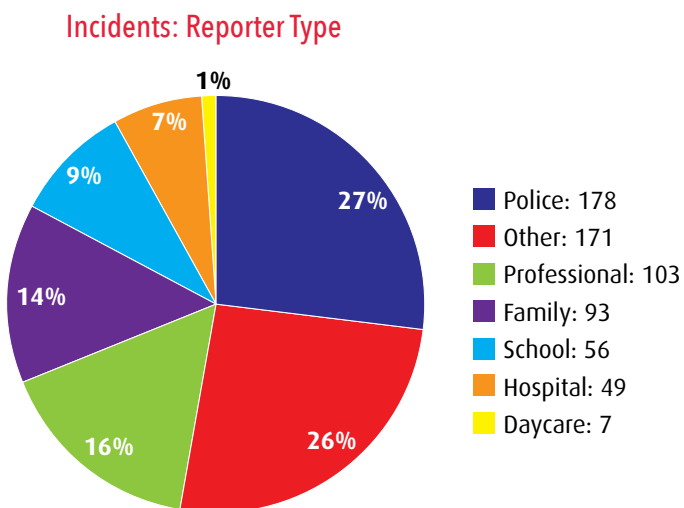
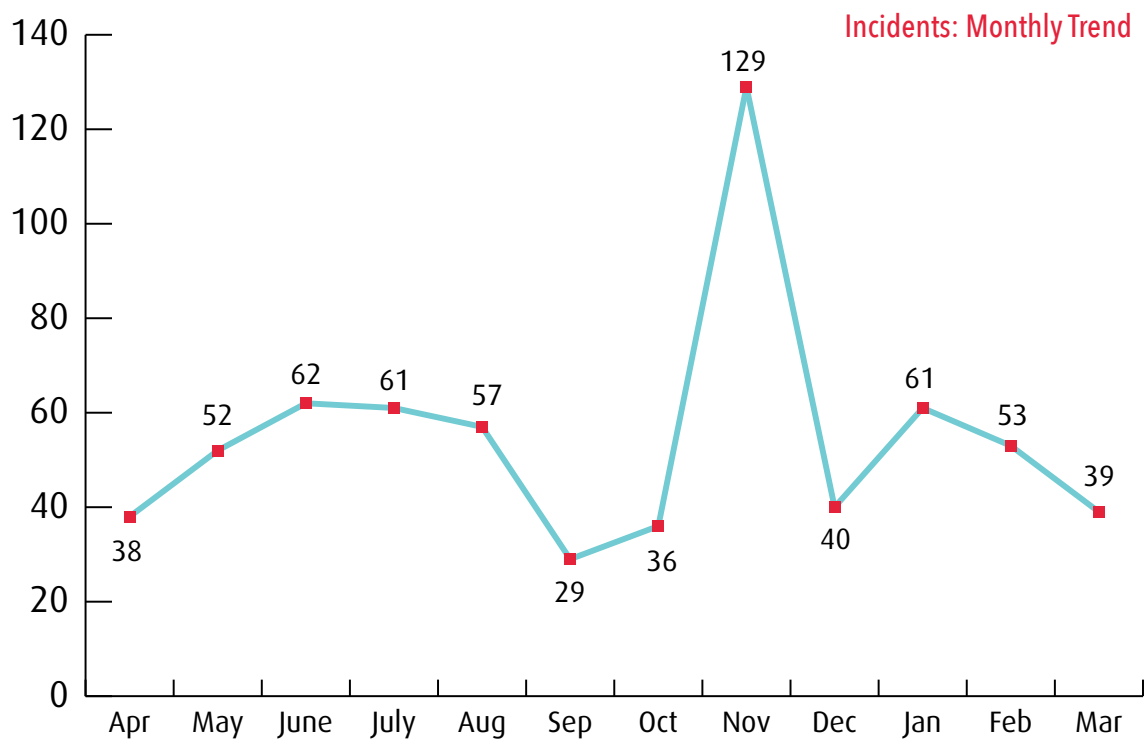
## PROFILES OF REPORTS RECEIVED

From April 1, 2014 to March 31, 2015, there were a total of 982 incidents and 89 service requests for a total of 1071 reports received. This represents an increase in the number of incidents by 64 and a decrease in the number of service requests by 84. The increase in the number of incidents was influenced mostly by 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. It should also be noted that After Hours is generating screening memos to document all After Hours involvement instead of using service requests as noted in the previous fiscal period. This has resulted in a slight increase in the number of incidents and a decrease in the number of service requests entered. Since the introduction of Chapter 3 Child Protection Policy and the new Integrated Case Management (ICM) electronic data system in 2012, we have experienced an increase in the number of incidents each year. In 2012 there were 495 incidents, in 2013 there were 618 incidents, and in 2014 there were 657 incidents. In addition, in 2014 there was a total of 1461 After Hours memos received at the Child Protection Program which were generated by After Hours.

Reports of suspected maltreatment of children are coded as Offer Family Support Services (OSP), Investigation (INV), or Family Development Response. FDR is a protection response option when parents are willing to engage collaboratively with the social worker to mitigate any safety concerns identified. During the reporting period, 62% (358) of the reports received were assessed as FDR, 23% (136) were coded as INV, and 15% (89) were coded as OSP. A month to month comparison of incidents received shows a marked increase during June, November and January. A further breakdown of the incidents shows the following categories by reporter type. The police (178) are the highest reporter type. The second highest reporter type is captured as "other" (171), which consists of anonymous reporters, friend/Neighbor, concerned citizens and ex spouse. The third largest category consists of community professionals (103) which consists of mental health workers, private doctors, counselors, and community based support services. The fourth largest category of reporter type consists of family members (93), followed by school (56), hospital (49) and daycare staff (7).

*Table: Incident Reports & Memos: Month to Month Comparison*

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YEAR TOTAL
IRI	22	25	23	35	29	17	13	85	21	28	29	20	347
IRJ	3	3	12	7	4	3	5	7	5	4	8	4	65
IRK	6	1	8	7	7	1	6	14	5	14	4	1	74
IRL	1	6	10	4	5	6	2	12	2	2	6	9	65
IRH	6	17	9	8	12	2	10	11	7	13	6	5	106
CP TOTAL	38	52	62	61	57	29	36	129	40	61	53	39	657
AFTER HOURS MEMOS	122	122	141	156	127	157	116	105	128	21	127	139	1461



REPORTER TYPE	2013	2014
POLICE	181	178
OTHER	122	171
PROFESSIONALS	84	103
FAMILY	114	93
SCHOOL	63	56
HOSPITAL	41	49
DAYCARE	13	7



### Program Activity Report Distribution

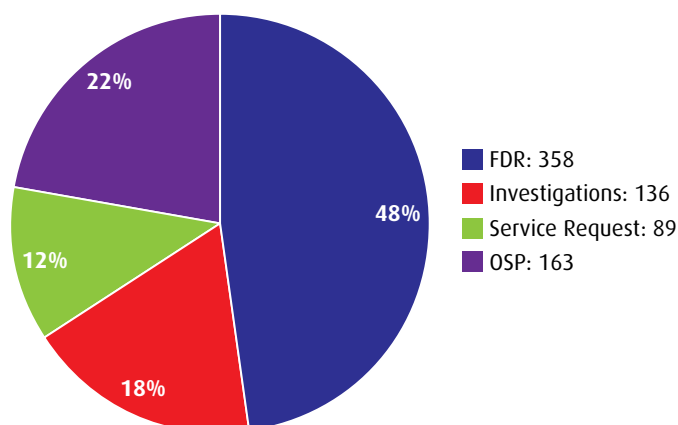
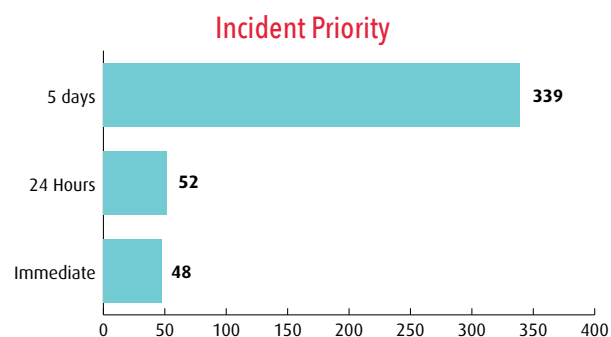


Table: Child Protection Program Activity Reports

FISCAL YEAR	2010	2011	2012	2013	2014
NUMBER OF INCIDENTS	479	403	752 (*495 OPENED DURING THE YEAR/257 OPEN)	918 (*618 OPENED DURING THE YEAR/300 OPEN)	982 (*657 OPENED DURING THE YEAR/325 OPEN)
SERVICE REQUESTS			186	173	89

Neglect and physical abuse are the largest categories of maltreatment recorded in the 657 reports received for this fiscal period. A breakdown of the Section 13 or Child Protection Concerns indicates that neglect was recorded a total of 345 times as a significant risk factor, followed by physical abuse which was recorded 245 times as the second leading risk factor for maltreatment, and then emotional harm which was recorded 37 times, and sexual abuse/exploitation which was recorded 27 times. The response time or priority for the 657 incidents opened during this reporting period indicates that 48 incidents were assessed as requiring an immediate or Urgent priority, 52 incidents were assessed as requiring a High Priority or 24 Hour Response, and the remaining 339 incidents were assessed as requiring a Standard Priority or 5 Day Response.



CHILD PROTECTION CONCERNS	2013	2014
NEGLECT	408	345
PHYSICAL ABUSE	184	245
EMOTIONAL HARM	13	37
SEXUAL ABUSE/ SEXUAL EXPLOITATION	38	27

As of March 31, 2015 there were a total of 523 open files. Of these, there are 336 Family Service (FS) files and 116 Child Service Files (CS) files, and 71 Out-of-Care options files. For this fiscal period, changes in Chapter 3 Child Protection Response Policy required the opening and tracking of Out-of-Care options files for children not in care under a separate coding for file management purposes. These files are designated for children not in care who are placed under the various provisions related to alternatives to care, including EFP (S. 8 agreements), temporary transfer of custody under s. 35(2)(d), and 41(1)(b), and permanent transfer of custody under s. 54.01, of the CFCSA. During the previous fiscal year there were a total of 561 open files, 420 FS files and 141 CS files. For the previous reporting period there was no requirement in policy to open a child service file (CS) for children being served through the various out-of-care options. The 336 open FS files represent a total of 2016 persons served and an average of 6 persons per family/household. The decrease in the number of FS files for the current period is due mainly to reporting 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. 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 address the adverse impact of poverty and financial

hardship on family functioning. For this reporting period, the additional category of High Risk and Complex Cases was also recorded. There are a total of 100 cases that met the criteria for “High Risk and Complex” cases and “High Risk Pregnancies” which represents 30% of all cases (336) in the child protection program. These cases require intensive 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 cognitive capacity to provide safe care for vulnerable children. These cases are managed by senior staff that have C6 full delegation and are distributed amongst 17 family service caseloads. Caseload size for these social workers varies within a range of 12 to 33 cases, an average of 22 cases per caseload.

Providing a Family Development Response (FDR), which is regarded as a best practice, has resulted in more files being closed through the intake function and a net decrease in the number of files being kept open for ongoing service provision as the risk factors noted have been mitigated through this collaborative approach. Thus, for the current reporting period 76 case files were transferred from the Intake team to the 4 family service teams for ongoing service compared to 57 last year, 122 and 191 the preceding years. As noted, this number is largely influenced by intake being able to provide services over a longer period of time through a FDR, as well as through a restorative practice approach whereby there has been a decrease in the number of children removed, and an increase in the use of less disruptive measures. During the current reporting period a total of 125 case files were closed where as 121 and 144 case files were closed for the two respective previous reporting periods, amongst the 5 child protection teams. The number of closed case files indicates that more families are able to resolve the need for ongoing child protection family service involvement and no longer require mandated child welfare services. They are able to move out of the child welfare system and instead receive community based services.

Table: Caseload Profile Trend

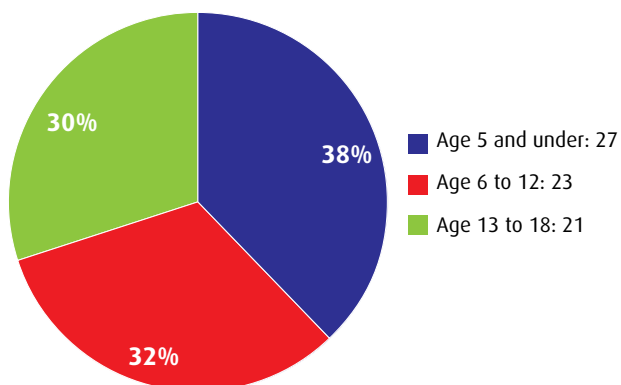
PROFILE OF CLIENTS SERVED	2010	2011	2012	2013	2014
# OF FS FILES	423	494	483	420	336
# OF PERSONS SERVED (AVG. 6 PERSONS/FAMILY)	2538	2964	2988	2520	2016
# OF CHILDREN IN CARE	147	136	133	141	116
# OF CHILDREN NOT IN CARE (OOCO)					71
TOTAL NUMBER OF CS FILES					187
				27 VCA/SNA (20%)	31 VCA (26)/ SNA (5) (21%)
# OF SINGLE PARENT HOUSEHOLDS	197	296	256	225	181
# OF FS FILES WITH DOMESTIC VIOLENCE		116	108	96	77
# OF FAMILIES ON I.A.	322	389	314	306	245
# HIGH RISK PREGNANCIES	35	25	38	30	24
# OF HIGH RISK & COMPLEX CASES				118 (28%)	100 (30%)

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 and the data is similar to the previous fiscal year. 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 CFCSA. 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

and utilizing alternatives to care. 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 71 children receiving services under the out-of-care options program compared to 69 children the previous year. Of the 71 children, 36 (51%) are placed under the provision of Kith and Kin or Extended Family Program (previously known as Child in Home of Relative Program or CIHR), 22 (31%) are placed under section 54.01, 13 (18%), are placed under transfer of custody under section 35(2) (d) and 41(1) (b). With an emphasis on least disruptive measures and the alternatives to care as a vital component to restorative practice, it is anticipated that the out-of-care options program will continue to expand. Currently there are 49 homes located

throughout the province where children are being cared for by their extended family members. Due to the geographical distance of these homes, support is sought through joint case management with other Delegated Aboriginal Agencies and or the Ministry of Children and Family Development.

### Out of Care Options: Age Distribution



### Out of Care Options: Legal Distribution

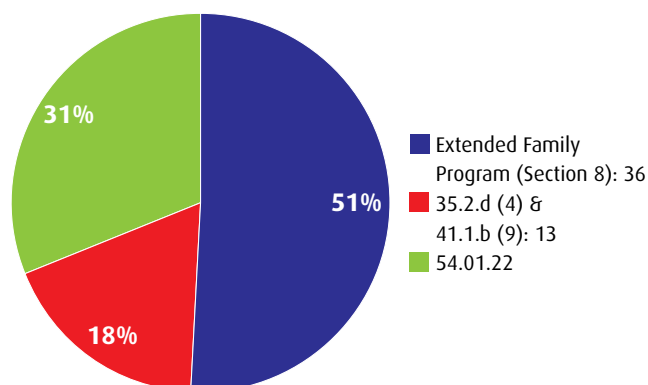


Table: Out of Care Options: By Location

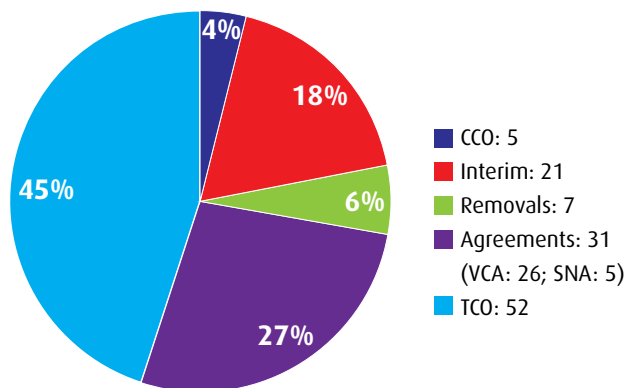
LOCATION	HOMES
VANCOUVER	22
SURREY	5
BURNABY	3
COQUITLAM	3
NEW WESTMINSTER	3
MOUNT CURRIE	2
ABBOTSFORD, CHILLIWACK, DELTA, GARIBALDI HIGHLANDS, KAMLOOPS, LAX'KW'ALAAMS, NORTH VANCOUVER, PORT EDWARD, PORT MOODY, RICHMOND, SQUAMISH	11

## CHILDREN IN CARE

As of March 31, 2015, there were 116 children in care with the Child Protection Program. This is a decrease from 135 during the last reporting period. There were 31 Voluntary Care Agreements and Special Needs Agreements this year and this number increased in comparison to last year, whereas there were 27 care agreements. During this reporting period 61 children were removed compared to 96 children removed for the year 2014, and 104 for the year 2013. As of March 31, 2015 there were 5 children under a Continuing Custody Order (CCO) compared to 23 children for the previous year. During this reporting period 18 Child Service files were transferred from the Child Protection Program to the Guardianship Program. For the previous reporting period 23 files were transferred to the Guardianship Program. The number of care agreements also increased for the current period to 31 or 27% of all children in care, compared to 20 or 15% for the previous reporting period. A further break down of the 116 child in care (CS) files by age category indicates that almost half of the children in care 56 (49%) of the 116 children are between 0 and 5 years of age, another 40 (34%) are between 6 and 12 years of age, and the remaining 20 (17%) are between the ages of 13 to 18.

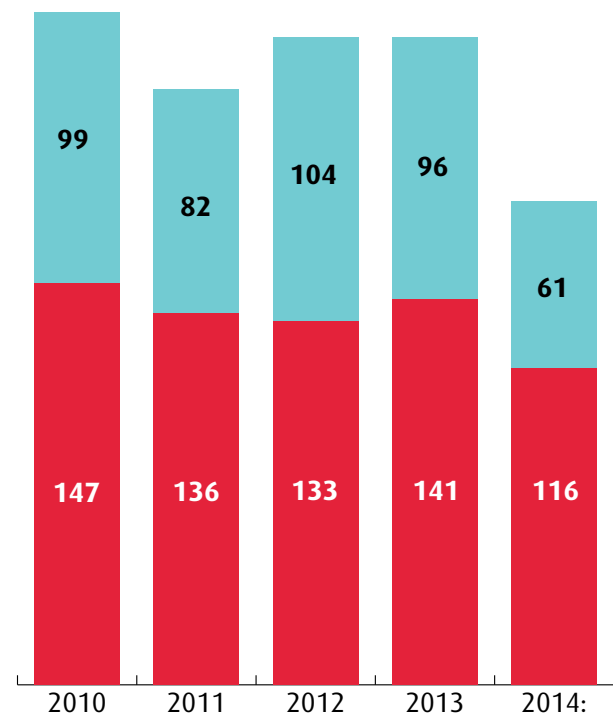


### Children in Care: Legal Distribution

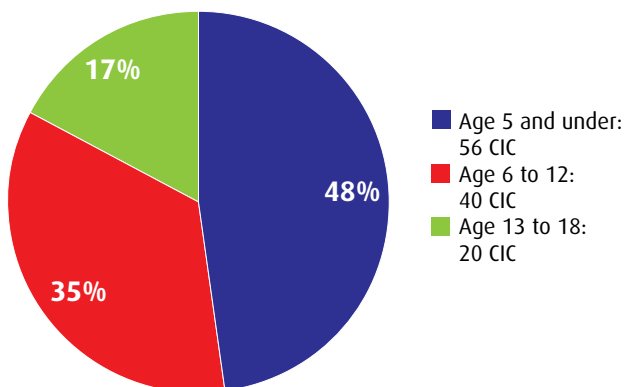


LEGAL	2013	2014
CCO	23 (17%)	5 (4%)
INTERIIM	22 (16%)	21 (18%)
REMOVAL	20 (15%)	7 (6%)
AGREEMENT	20 (15%)	31 (27%)
TCO	51 (37%)	52 (45%)
TOTAL	135	116

### Children in Care vs. Removals: 2010-2014



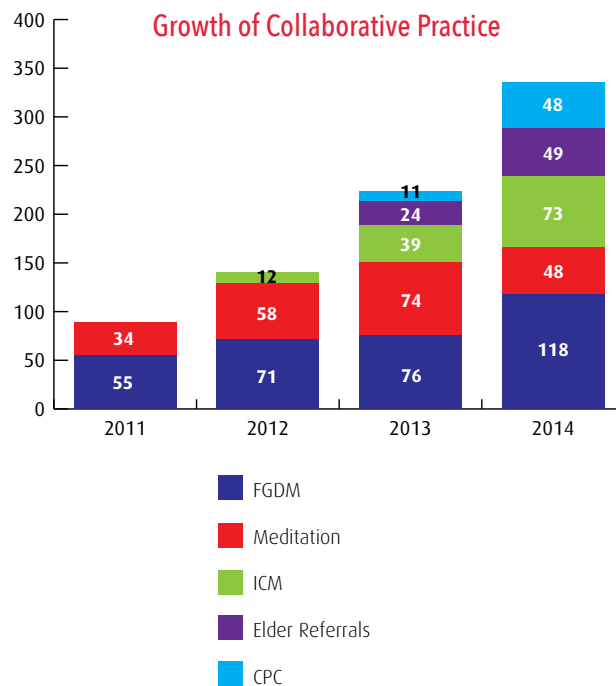
### Children in Care: Age Distribution



Removals  
Children in Care

## 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 approach 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 287 conferences, where as there were 200 conferences for the fiscal period 2013, and 141 conferences for the fiscal period 2012. Of the 287 conferences, there were 118 Family Group Decision Making Conferences (FGDM), 73 Integrated Case Management Conferences (ICM), 48 Collaborative Practice Conferences (CPC), and 48 mediations, of which 92% involved an Aboriginal mediator. This year again saw a high use of Aboriginal mediators who were represented in 44 of the 48 mediations. We continue to increase our capacity to offer cultural support to families served as well as staff with the addition of Elders. Elders facilitate many cultural events, ceremonies as well as provide direct cultural support to program 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 in family led conferences as well as providing direct client support to family members who are impacted by complex trauma due to colonization and assimilation policy, such as Residential Schools and their own foster care experience, and or other historical events that have lead to the challenges that our families currently face. For this reporting period, Elder referrals more than doubled from 24 to 49. The number of referrals for Elder involvement in all areas of practice is expected to increase due to a commitment in demonstrating and understanding the use of culture through collaborative practice.



## CULTURAL SUPPORT

### 2011

- 4 Homecoming Ceremonies
- Awakening the Rattles Ceremony
- 2 families - Touching the Land of the Relations
- Out of Care Caregiver Aunt and 5 children supported to attend Pow wow in Alberta
- Nisga'a Dance troupe performance

### 2012

- 6 Homecoming Ceremonies
- 1 Honouring Ceremony
- 1 Grad Ceremony
- 1 Family Feast - Kispix Nation

- 1 Coming of Age Ceremony
- 2 Community Ceremonies
- Kwhlii Gibaykw Nisga'a dance troupe performance

## 2013

- 4 Celebration of Life/Memorial Ceremonies
- Community celebration (Drum and Song)
- Welcoming Ceremony at Columbia House
- Home Coming Ceremony Training
- Children's Christmas Parties
- Petie Chalifoux dance troupe performance
- Brushing and Prayer (for staff)
- Training on Welcoming Home Ceremony
- 3 Home Coming Ceremony Referrals

## 2014

- 1 Homecoming Ceremony (11 in progress)
- 1 Celebration of Life
- 1 Baby Ceremony
- 2 Coming of Age Ceremonies
- 1 Honouring Ceremony
- 40 Brushing and Smudging of Homes (for families)
- 130 meetings with Elder presence (Opening Prayer & Song)
- 7 Talking Circles (for families)
- 4 meetings attended with community partners
- 1 Closing of a File Celebration and Ceremony

## PROGRAM ACHIEVEMENTS

Despite the challenges we have been gradually implementing Phase 4 of Integrate Case Management. We successfully hired a number of new program staff. We are continually

strengthening our cultural grounding and saw a significant increase in Elder referrals and Alternative Dispute Resolution (ADR) processes. We continue to build on our connections to Aboriginal agencies and key community stakeholders in the city of Vancouver as well as 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 practice guidelines, ongoing staff training is a key focus of the child protection program. There are numerous practice guidelines, clinical standards, and in child protection policy, particularly in the area of domestic violence and in the area of high risk and complex cases, for staff to comprehend and integrate into their practice.

At the core of the values of VACFSS is the belief of the child as a sacred bundle and a gift from the creator. The recognition of the sacredness of childhood, the strength of culture, and the role of family, extended family and community in preserving this sacred gift are at the center of the work. VACFSS gives thanks and gratitude to all the individuals, community organizations and partners 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 knowledge they bring to the forefront of the array of services we provide. We raise our hands in special recognition to the Child Protection Program staff for their efforts in helping to establish an indigenous based framework of holistic practice based on the core VACFSS values of respect, humility, integrity, belonging and strength-based practice. These values are at the heart of shaping a unique urban based and holistic child welfare service delivery that is grounded in the belief that the multiple challenges faced by Aboriginal people involved in the child welfare system is a direct impact of assimilation policy, colonization and the brutal 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 and 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 22 staff which includes:

- 1 Integrated Services Manager
- 2 Family Preservation Team Leaders
- 12 Family Preservation Counselors

- 1 Immediate Response Worker
- 1 Group Work Coordinator
- 1 In-Home Supports Coordinator
- 1 Client Support Elder
- 1 Supervisor of Administrative Support
- 2 Administrative Support Staff

## FAMILY PRESERVATION AND REUNIFICATION SERVICES

The Family Preservation and Reunification Program accepts referrals from all program areas at VACFSS, offering strength-based services to Aboriginal families navigating through the child welfare system. Family Preservation and Reunifications' mandate is to engage with families in crisis and to assist them in improving family functioning, increasing safety in the home, and keeping children connected to their families. This is accomplished through immediate response work to address crisis and support concrete needs to stabilize the family, intensive individual family support, group work within the context of facilitating a healing journey for all people served, and cultural events to enhance identity and exposure to Aboriginal teachings.

### IMMEDIATE RESPONSE

One Immediate Response Counselor works directly with the Intake Team at Child Protection responding to immediate crisis families are facing. Families receiving Immediate Response service are offered intensive support for eight to twelve weeks with the intention of mitigating safety concerns in order to avert the family from further involvement in the



Child Protection system. Service often includes stabilizing the crisis, connecting families to community services, and assisting families in obtaining concrete needs such as housing, income assistance support, daycare, and other basic necessities. If service is required for a longer period of time, the Immediate Response Counselor will transfer the family over to a Family Preservation Counselor for ongoing support.

### **FAMILY PRESERVATION COUNSELING**

A Family Preservation Counselor is assigned to the family and offers in home service. The service is based on assessed needs identified in the referral. The Family Preservation Counselor, referring Social Worker, and the family have a foundation meeting to introduce the counselor to the family, discuss information about the program, and agree upon the goals of service. This plan is collaborative and ensures that the requests of the Social Worker and the needs of the family are both taken into consideration. Service can include:

- Assisting with concrete needs
- Parenting skills and education
- Addressing poverty and financial management
- Mediating parent-child conflict
- Connecting families to culture and community
- Therapeutic interventions with children, families, couples, and individuals
- Specialized referrals to other services related to:
  - » Substance Misuse
  - » Mental Health
  - » Domestic Violence
  - » Anger Management, and more

At any given time, twelve Family Preservation Counselors work individually with a minimum of ten families for a period of six to eighteen months. Service can be extended after this time period if families are actively engaging and working on established goals.

### **GROUP WORK**

#### *Strengthening Families*

The Strengthening Families Group is for families with children aged six years and older. Daycare is provided for younger children. The overall goal of the group is to increase family bonding, strengths, and resilience, and to reduce risk factors by improving communication, parent-child relationships, and parenting skills. The group was founded on the belief that in order to reduce risk factors, the family environment and parents' ability to nurture and provide appropriate learning opportunities for their children must first be improved.

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

Each week the families first share a meal together and then the adults and children meet in separate rooms to work on their own topics. The families reconvene in the final hour to work together on family support skills, cultural sharing, and fun activities that improve relationships between parents and their children. The unique and powerful component of the program is that it is facilitated by respected Aboriginal Elders from the community and incorporates cultural awareness and teachings. This past year, three sessions of Strengthening Families were held with 65 adults and 96 children participating.

#### *Strengthening Fathers*

The Strengthening Fathers Group was modeled after the Strengthening Families Group and 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 group, 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 interact with one another. The men support and share in each others’ successes providing mutual aid and the development of lasting friendships. This group is also facilitated by respected Aboriginal Elders from the community. The use of Elders to run the groups has allowed for participants to receive positive mentorship and ensure facilitators understand the lived experiences Aboriginal people face in Canadian society. This year, three groups of Strengthening Fathers were held with a total of 35 men and 24 children attending.

## **CULTURAL SUPPORT AND CONNECTION**

### *Family Preservation Counselors and Culture*

Our Family Preservation Counselors strongly believe that a mechanism towards healing is through connecting families to cultural supports to strengthen identity and enhance self-worth. This year Family Preservation Counselors supported cultural connection by:

- Assisting families in finding resources and knowledge about their home territory
- Offering tobacco ties
- Supporting families in having their homes cleansed
- Providing smudging
- Harvesting traditional local medicines for cleansing and healing
- Finding community ceremonies and events for families to attend

### *Cultural Education Workshops*

Beginning in January 2014, the Integrated Services Program established a series of Cultural Education workshops to provide families with opportunities to engage in. Families were invited to participate with their Family Preservation Counselor with the hopes of enhancing their working relationships, while simultaneously providing exposure to various Nations’ ceremonies and traditions. The goal of this initiative was 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 thus this initiative has become a permanent staple to the program. This fiscal year, 97 people participated in the following events:

- Building a Sweat Lodge
- Participating in a Sweat
- Cedar Weaving
- Drum Making
- Drum Painting
- Bone Game
- Making a Dream Catcher

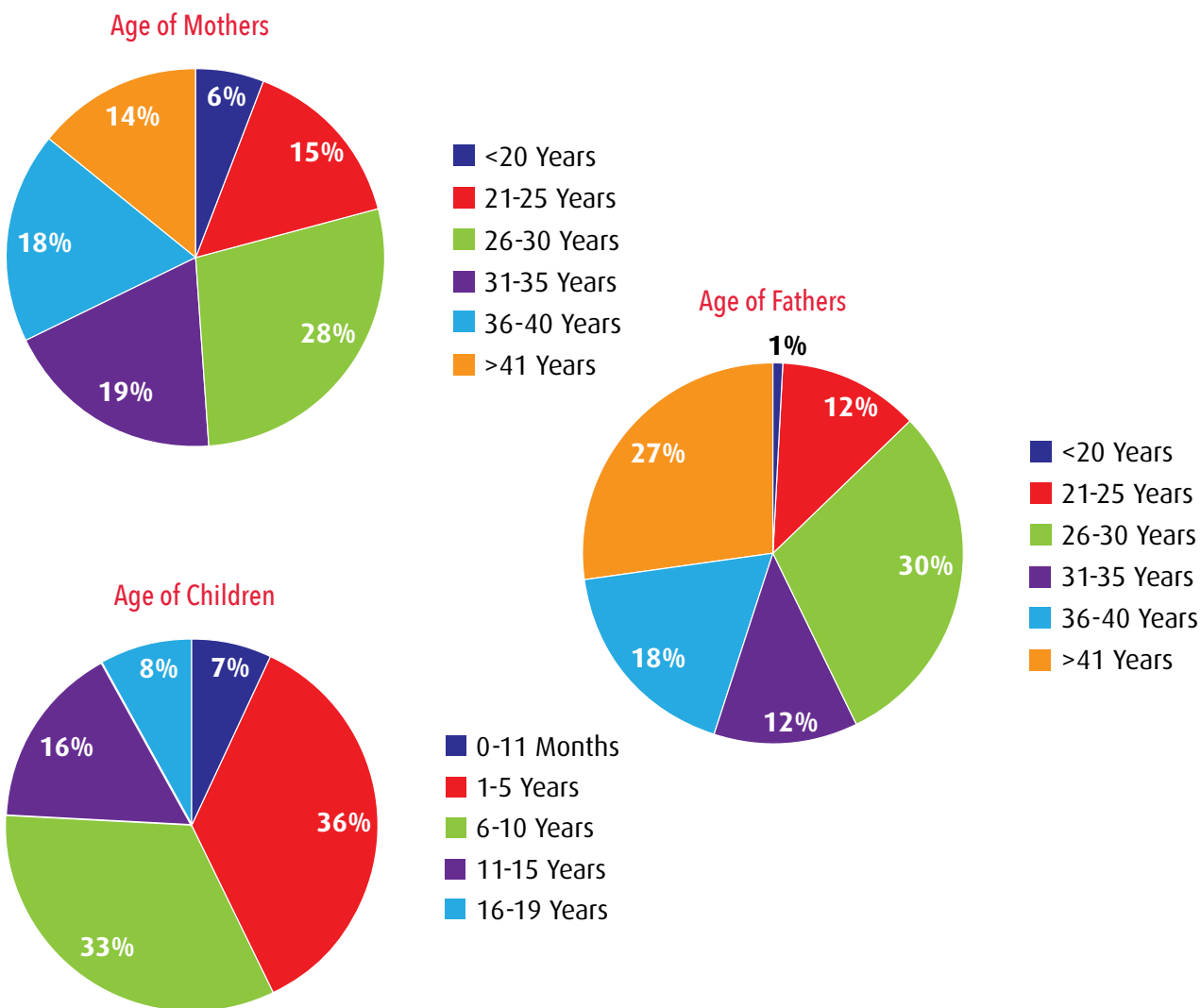
### *Elder's Program:*

Woodrow Morrison, respected Elder from Haida First Nations, has continued to work with both the Integrated Services Staff as well as families to provide cultural support and guidance. Having an Elder in the program brings a sense of grounding and provides a connection to the past which helps guide families in the future.

This fiscal year our Elder worked with 9 families. In addition he supported the Strengthening Families and Strengthening Fathers groups by being a key facilitator and guide to the program.

## FAMILIES SERVED THROUGH FAMILY PRESERVATION & REUNIFICATION

Family Preservation and Reunification provided 245 families with Intensive Individual Family Preservation and Immediate Response services. Of these families, 338 adults were active in the lives of 507 children. Of the 338 adults, there were 215 Mothers, 71 Fathers, 27 Grandparents, and 25 Other Relatives caring for the children.



## TOP RISKS FACING FAMILIES

Based on a count of 245 families served, the referring Social Workers identified the following as priority issues of potential risk to be addressed in service planning:

RISK	PERCENTAGE OF FAMILIES WITH THIS RISK
ALCOHOL & DRUG MISUSE	64%
PARENTING CONCERNS	52%
DOMESTIC VIOLENCE	47%
PARENTAL MENTAL HEALTH	39%
HOUSEHOLD MANAGEMENT	26%
CHILD NEGLECT	22%

## TOP GOALS OF SERVICE

Family Preservation Counselors supported families in working on specific goals during the course of service delivery. Based on a count of 245 families served, the following are the top goals that were addressed in case work:

GOAL	PERCENTAGE OF FAMILIES WITH THIS GOAL
PARENTING	74%
CONNECTING TO COMMUNITY RESOURCES	53%
FAMILY FUNCTIONING	52%
HOUSING	40%
HOME MANAGEMENT	36%
CONNECTING TO ALCOHOL & DRUG SERVICES	35%
COUNSELING SERVICES	29%
CONNECTING TO MENTAL HEALTH SERVICES	23%
INTERPERSONAL RELATIONSHIPS	20%

## REUNIFICATION DATA

This year we began collecting data on families in the program who had their children returned to their care while engaging in our program.

- 2% of families had their children recently returned to them prior to commencing family preservation services. Referrals in these instances were made to support families for follow up and ongoing success in keeping their children home
- 4.4% of families had their children return to their care during service with Family Preservation Counselors
- 11.4% of families had their children returned to their care by then end of service, prior to discharging them from working with their Family Preservation Counselor

## 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 8 spots to VACFSS families and children between the ages of newborn to three years old. The Family Day Program is a group facilitated program that focuses on teaching the ages and stages of development, parenting techniques, and child management skills.

### THERAPEUTIC COUNSELING FOR CHILDREN

This year, the Pace Program provided service to 8 VACFSS children who had been assessed as needing specific therapeutic approaches and strategies to assist them in understanding and coping with the issues and stressors in their young lives. This program supports children with significant emotional and behavioral challenges.



### CHILD AND YOUTH INTERVENTIONS

The Watari Research Association provided service to 7 VACFSS high-risk youth who were at risk of either street and gang involvement or extreme isolation and alienation from family, peers, and support networks. This was done through intensive one-to-one work with a youth mentor.

The Watari Research Association also provided community outreach support to Aboriginal youth in the Britannia area. Youth were supported in connecting to community medical services, cultural events, housing, school support, and social services.

### VOLUNTEER MENTORING

Big Sisters of British Columbia Lower Mainland provided one-to-one mentorship for girls and matched them with a Big Sister. The aim is to provide a consistent and positive relationship in the girl's life while engaging in "soft" counseling support and recreational activities. This year 13 VACFSS girls were matched up with Big Sisters.

Big Brothers of Greater Vancouver provides one-to-one mentorship for boys by 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 88 families were provided supervised visits at VACFSS and 126 families utilized transportation services for visits.

### HOMEMAKING SERVICES

PAFNW and NICCSS provided 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 43 VACFSS families. Emergency Child Minding was provided to 18 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 Doulas assisted 31 VACFSS mothers in caring for their newborn infants.

## ACCOMPLISHMENTS

- The Integrated Services policy is near completion with a roll out date expected for July 31, 2015
- The internal Cultural Events continue to receive positive feedback from families and staff
- The Strengthening Groups have continued to receive inquiries from other agencies on how we are successfully running the program
- We partnered with the Children's Foundation to have a child development group for families which had Elder involvement and cultural teachings
- We held a Doula workshop to teach expectant and new mothers about nutrition and caring for a newborn
- We provided practicum placements and mentorship to one Aboriginal Bachelor of Social Work student and one Aboriginal Masters student
- We hosted an open house to Langara College students to talk about Aboriginal Child Welfare and the role of VACFSS in Vancouver

- Staff from Integrated Services partnered with other program staff to support various initiatives across the agency as follows: Domestic Violence Committee, Inclusive Foster Care Committee, and a committee to establish protocols around death and dying for staff and families served

## GOALS FOR THE UPCOMING YEAR

Integrated Services will be focused on the following endeavors for this coming year:

1. Develop a Strengthening Relatives Group to support the increase in placements to extended family and kin.
2. Develop a High Risk Pregnancy Best Practice Committee to work at enhancing our preventative services to substance using mothers.
3. Provide joint training between Integrated Services staff and Child Protection Staff on various topics impacting families to strengthen practice knowledge and our service delivery.
4. Continue with Cultural Events for families.
5. Begin program research for the VACFSS Best Practice Conference.

It has been my immense pleasure to be a part of this new chapter in the Integrated Services Program. These past two years have brought significant staffing changes, a focus on strengthening relationships between the programs, enhancing practice expectations, and increased accountability in service delivery for families. Integrated Services will continue to utilize the values of Respect, Integrity, Belonging, Humility, and Strength-Based Practice in providing holistic and restorative service to the families we serve.

All My Relations

Anju So



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.

# RESIDENTIAL RESOURCES

**Donald Robertshaw, Manager**

The Residential Resource Program's mandate is to provide safe alternative care for Aboriginal children that promotes and respects their well being and cultural identity. The Residential Resource staff deeply appreciates the Board of Directors, CEO, management colleagues and staff for our individual and group efforts to place our children's best interest at the centre of our work. Our focus and teamwork has resulted in children remaining at home with their families with the provision of respite services, children in care continuing with and enhancing relationships with their parents and families and communities.

The Program continues to implement VACFSS' approach to Restorative Aboriginal Child Welfare Practice. Program managers and supervisors have actively participated in meetings, such as "Integrating Our Practice meetings", Inclusive Foster Care Policy implementation working group, guardianship/child protection and resources child placement review meetings, and child specific specialised contract review meetings. These inter-program clinical discussions have stimulated an increase in Restorative Aboriginal Child Welfare knowledge, joint programming collaboration, and an improvement with individual case practice. Resource program staff continues to systematically provide assessments, supports, training and contracted services for our foster parents.

The Program continues to provide residential services for over 427 children in care (2014/15 average number) and 86% of these children are living with foster families. The average number of children in care continues to decline from 2010. Recruitment strategies have been focused on recruiting more foster parents, especially Aboriginal caregivers, for targeted placement groups and homes in Vancouver and Richmond.

Family and cultural connectedness with our children continues with implementing and/or funding the following activities: Honouring Our Babies – First Year Ceremony, Foster Parent Summer Cultural Camp, and the Federation of Aboriginal Foster Parents cultural training for over 305 foster parents and cultural activities for over 213 foster parents and children.

VACFSS' contracted and community partnerships remain strong for proactively supporting our caregivers to provide improved their lived experiences for our children in care.

## PROGRAM MANDATE

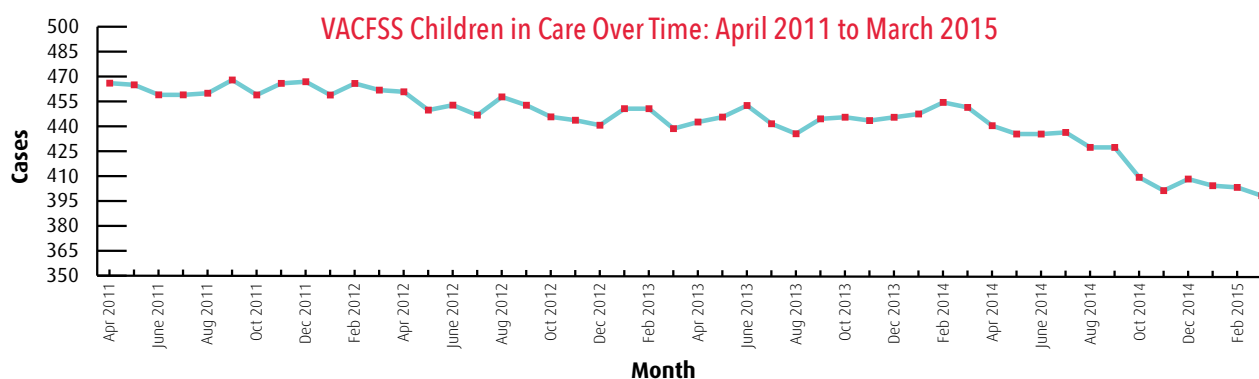
The Residential Resource Program focuses on three main areas: caregiver recruitment, retention & support, and contract management. We recruit caregivers that meet the range of needs for our children in care. The retention and support of caregivers includes specialized support services that address the 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 in order to realize their potential.

## PROGRAM ACTIVITY

The Residential Resource Program is composed of three teams with four to five social workers and a clinical supervisor. The Program also has a manager, resource financial clerk, shared supervisor of administrative services with the Guardianship Program, and three administrative support staff. One team is focused on the placement of children,

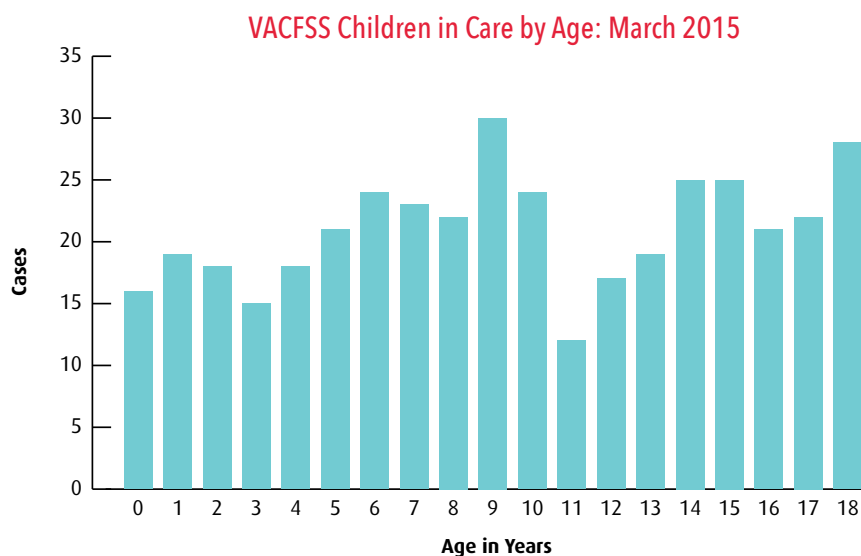
foster parent recruitment and Safe Home Studies. The others are focused on supporting and monitoring foster homes and staff specialized resources. The Program's 2014-2015 budget was \$16,007,209 and the total expenditures were \$16,100,065.

The average number of children in care has decreased from 489 (2010-2011) to 427 (2014-2015). The child in care caseload was reduced by 12% from the four year reporting period (2010-2015).



Source: MCFD Corporate Data Warehouse (SWSMIS Monthend Extracts)

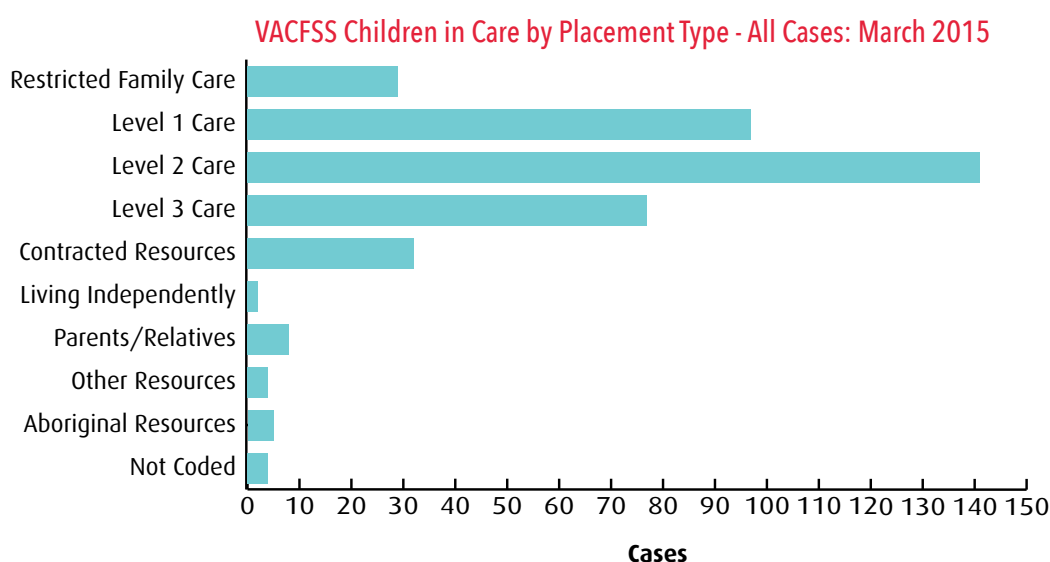
The 15 to 18 year old group has decreased from 144 children (2010-2011) to 96 children (2014/2015). The 14 to 10 year old age group has moderately increased from 78 (2010 -2011) to 97 (2014-15). The 5 to 9 year old group has increased from 78 children (2010-2011) to 120 children (2014-2015). The 0 to 4 year old group has decreased from 116 children (2010-2014) to 86 children (2014-15). The infant group (0-1 years old) has moderately decreased from 20 infants (2011-2012) to 16 infants (2014-15).



Source: MCFD Corporate Data Warehouse (SWSMIS Monthend Extracts)



The percentage of children in care residing with foster parents is 86% which has been quite consistent over the last five years. Monthly averages for children residing in the following care situations have been relatively constant, with the exception of children residing in child specific specialised placements. The numeric breakdown is: staff residential care (12 children), foster placement in other provinces (6 children), youth on independent living (9 youth), and children living with family or friends (20 children). The number of children in child specific placements is on the rise from a monthly average of 8 children (2010-2011) to 13 children (2014-2015). This increase is due to a number of children who cannot be served within VACFSS foster care network. This number includes infants requiring specialized care due to their fragile health; children and youth who have significant behavioural, mental health, medical, or developmental challenges.



Source: MCFD Corporate Data Warehouse (SWSMIS Monthend Extracts)

The numbers of restricted foster homes (family or significant others to the child placed) has decreased moderately during the last four years from a high of 32 homes in 2012-13 to 24 homes in 2014-15. The total number of children in restricted foster homes has decreased from 36 children in 2012-13 to 29 children in 2014-15. This reduction is due in part to child protection program using the Extended Family Program to support children who require care outside their immediate families.

The VACFSS residential resource services providers remains strong with 198 foster parents. The skill level of the foster parents, as indicated through the "Levels of Care System", remains quite diversified with about 50 foster parents in each level. The level system consists of three levels: level one (new foster parents with limited parenting skills) 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 moderately over the last four years, from a high of 56 foster homes in 2010-11 to 52 foster homes in 2014-15.

The Program facilitated 145 child placements during this reporting period, which is down from a high of 208 child placements in 2011-12. There is also a continued slight decrease of child placements by age groups from 132 children (0-11 yrs.) in 2011-12 down to 95 children (0-11 yrs.) in 2014-15. The number of children aged 12 to 18 years of age has also decreased from a high of 76 child placements in 2011-12 to 50 child placements in 2014-15. Collaborative planning has resulted in 12 siblings being reunified within foster homes (2014-2015).

Foster parent support, monitoring, and training are going well with a number of interventions. Guardianship/Resources and Child Protection/Resources supervisors and managers working groups have assisted with improving the identification of high risk/needs children along with assessing & providing additional support for the caregivers. The Federation of Aboriginal Foster Parents (FAFP) has done extremely well with providing opportunities for foster parents to learn and experience Aboriginal cultural and ceremony.

The number of foster parents participating in cultural activities such as Sweat Lodge Ceremony, Drum Making, Regalia Making, Moccasin Making, Button Blanket Making and Cedar Weaving has increased from 35 foster parents in 2012-2013 to 305 foster parents in 2014-15. FAFP continues to provide foster parent pre-service training and core caregiver education for VACFSS foster parents. Foster parent training participation has increased from 38 in 2013-14 to 146 in 2014-15.

The Dave Pranteau Aboriginal Children's Village (located in East Vancouver) continues to provide safe community housing; 10 foster parents' suites and 3 youth suites. Hollyburn Family Services, who is a tenant in the Village, continues to use this space for a "foster parent learning/support HUB". Workshops, community kitchens, ceremonies, 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 and suicidal ideation through the Foundation Program.

## PROGRAM ACHIEVEMENTS AND GOALS

- Continue to enhance foster parent recruitment to target Aboriginal applicants as well as non-Aboriginal foster parent applicants (including placements for special needs children)
- Continue to implement the Inclusive Foster Care Policy
- Increased inter-program child focus planning through the Resources/Guardianship and Resources/Child Protection placement committees
- Continue to review and coordinate child specific specialized placements with managers and social workers
- Staff retention, recruitment and training
- Continue to monitor expenditures to respond to budget limitations
- Continue to focus on foster parent retention and capacity building

Residential Resource staff are honoured and committed to serve as helpers on Coast Salish Territory.

We continue to be inspired and grateful for this wonderful opportunity to lead, learn and participate in VACFSS's mission to provide holistic service delivery that culturally and spiritually strengthens Aboriginal children and families.

All My Relations

Donald Robertshaw

# GUARDIANSHIP

**Holly Anderson, Manager**

The Guardianship program is responsible for providing delegated guardianship services to urban Aboriginal children in the care of VACFSS. Grounded in a restorative practice approach, the Guardianship program develops holistic and comprehensive care plans with an emphasis on connection to family, culture and community. Our team of senior social workers hold a shared vision of first reducing the numbers of Aboriginal children in care through a commitment to developing child specific lifelong plans with an emphasis on returning to family, extended family and community; and secondly to ensuring that those of our children that are leaving the care system are leaving with a sense of belonging, resiliency, independence and mastery.

## STAFFING

The Guardianship Program consists of 15 dedicated social workers who are supported by 3 team leaders, 3 administrative assistants and an administrative supervisor. The program is led 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 7.5 years, demonstrating a genuine investment in our children's lives, a strong commitment and passion to the program and practice. The continuity of service within this program is critical in relationship based social work and for creating a sense of belonging with our agency for every child and their family. 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 various events and the guardianship program and the larger agency becomes a community for our children and youth.

## PROGRAM ACTIVITY AND DATABASE REPORTING

As of March 2015, 283 children and youth are represented by the guardianship program, which is a decrease of approximately 35 children than the previous year. This reduction is a reflection of the enforcement of the 'Case Transfer and Joint Case Management' Policy, a large cohort of youth aging out this year (33), and a decrease in file transfers by our child protection program.

A current snapshot of our children in care shows that 45% of the children and youth served by guardianship are between the ages of 13-19 with 13% ages 0-5 and 42% ages 6-12.

The majority of our children are represented by nation in BC (51%), with Alberta, Saskatchewan, Manitoba and Ontario following in order of decreasing representation.

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 marks the fifth year in collecting the data, where 33 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 five 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%)
2014	1995	33	14 (42%)	19 (56%)	28 (85%)	13 (39%)

*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
2014	10 (30%)	15 (45%)	1 (.03%)	7 (21%)	0	0	0	0	0

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

YEAR	DRUG & ALCOHOL MISUSE	TEEN MOM	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%)
2014	26 (79%)	2 (.06%)	0	7 (21%)	7 (21%)	3 (.09%)



*Table: Educational Level Achieved at Discharge*

YEAR	GRADE 12 (DOGWOOD)	LEAVING SCHOOL CERTIFICATE	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%)
2014	11 (33%)	8 (24%)	3 (9%)	6 (18%)

Upon analyzing the information gathered for 2014, some significant data should be noted. In this year of data collection, there were more children that transitioned to formal CLBC services (39%) and all but one (who returned to parent) transitioned to formal CLBC resources. Combining dogwood certificates and leaving certificates, the completion of high school programs remains in the same range as previous years.

The average number of moves while in care for this group of youth leaving care is 8.2.

## PROGRAM ACTIVITY

The program engaged in several local cultural initiatives for our children and youth this year including paddle painting, rock painting, drum making and medicine gathering. Children and their families attended community events such as National Aboriginal day, Hobiye, Friendship Centre nights, and local community pow wows.

We partnered with the RCY in their 'Plan Your Path' initiative and 20 youth participated in a workshop that informed them of their rights, and offered education and supports through the aging out process.

The youth advisory hosted the fifth annual youth conference titled 'Honouring our Diversity'. 65 youth came to celebrate culture, engage in activities, and

be inspired by presenters who had experienced the care system and overcome adversity.

The Guardianship Program has focused on being as 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.

## LIFELONG CONNECTIONS PROGRAM

This year continued to see strong cultural initiatives and connections for our children in care. Supported by our Lifelong Connections position that ensures children have a strong and meaningful connection to family and community, we saw homecomings and community visits to numerous communities across Canada including Lac Saul, Fort Qu'appelle, Alexander Band, Moricetown, Bella Coola, Gitxaala, Ixkw'alaams, Namgis First Nation, Mount Currie, and additional communities on Vancouver Island.

This year also saw the development of new practice in this area where we support both parent and child to return to community together, creating a stronger connection for families who have had severed ties to their community. We look forward to continuing this practice moving forward. The program made a commitment to visit each of our out of province children (fifteen) annually and this year saw the completion of these trips as well.

## YOUTH ADVISORY COMMITTEE (YAC)

The Youth Advisory continues to be a thriving space for our emerging young Aboriginal leaders. They continue to develop strong leadership and advocacy skills and inform themselves of the issues facing Aboriginal children and youth in the care system. This year, they travelled to Victoria to attend an Aboriginal youth leadership course, met and introduced Mary Ellen Turpel-Lafond, hosted the annual youth conference, presented on what a meaningful and reconciliatory care system would look like at the Children's Access to Justice Conference, and participated in agency events. They are excited about their upcoming work plans which include a closer partnership with the board of VACFSS, releasing their new compilation video, and presenting in Australia at the International Indigenous Social Work Conference. They are also passionate about moving issues forward that are on their agenda including advocating for a robust after care system, consistency in the care system, and mandatory mentorship for every child in the care system.



IN DIVERSITY THERE  
IS BEAUTY AND  
THERE IS STRENGTH.

-Maya Angelou

# AUDITOR'S REPORT

Enns and Company

VANCOUVER ABORIGINAL CHILD  
AND FAMILY SERVICES SOCIETY  
FINANCIAL STATEMENTS  
MARCH 31, 2015 AND 2014

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**

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**MARCH 31, 2015 AND 2014**

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## 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 statements of financial position as at March 31, 2015 and 2014, the statements of changes in net assets, the statements of operations and the statements of cash flows for the years 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2015 and 2014, its financial performance and its cash flows for the years 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 8, 2015



ENNS & COMPANY  
Certified General Accountants

Page 1.

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT MARCH 31, 2015 AND 2014**

	2015	2014
<b>ASSETS</b>		
<b>CURRENT</b>		
Bank (Note 3)	\$ 1,122,475	\$ 965,084
Short term investments (Note 4)	5,936,800	5,830,098
Accounts receivable	114,019	148,533
GST refundable	66,841	63,562
Prepaid expenses	148,630	39,656
	7,388,765	7,046,933
<b>SECURITY DEPOSIT PAID</b>	21,572	21,572
<b>CAPITAL ASSETS</b> (Note 5)	311,961	361,731
	\$ 7,722,298	\$ 7,430,236

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, 2015 AND 2014**

	2015	2014
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 984,435	\$ 966,398
Payroll liabilities	334,409	418,573
Withholding and other payroll taxes	2,537	55,558
Deferred contributions (Note 6)	744,870	1,148,113
Due to MCFD - net	1,642,329	542,845
	3,708,580	3,131,487
<b>DEFERRED CONTRIBUTIONS RELATED TO CAPITAL</b>		
<b>ASSETS</b> (Note 7)	72,298	74,298
	3,780,878	3,205,785
<b>NET ASSETS INVESTED IN CAPITAL</b>		
<b>ASSETS</b> (Note 5)	239,663	287,433
<b>INTERNALLY RESTRICTED - CAPITAL</b>		
<b>ACQUISITION</b>	1,762,641	1,762,641
<b>UNRESTRICTED</b> (Page 4)	1,939,116	530,202
<b>INTERNALLY RESTRICTED</b> (Page 5)	-	1,644,175
	3,941,420	4,224,451
	\$ 7,722,298	\$ 7,430,236

APPROVED BY THE BOARD:

 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 YEARS ENDED MARCH 31, 2015 AND 2014**

	Pages #	Revenues	Expenses	Inter-fund Transfers	Surplus (deficit) for year	Surplus transfer/ Deficit recovered	Ending Surplus (Deficit)
<b>RESTRICTED</b>							
Guardianship and Resources	17 - 18	\$ 4,667,044	\$ (4,758,682)	\$ (52,424)	\$ (144,062)	\$ 144,062	\$ -
Residential & Cultural	21 - 22	16,157,376	(16,210,424)	53,048	-	-	-
Family Preservation	23 - 24	2,518,913	(2,475,847)	(43,066)	-	-	-
Child Protection	25 - 26	6,621,394	(6,449,679)	(92,642)	79,073	(79,073)	-
Vancouver Coastal Health	27	-	-	-	-	-	-
		\$ 29,964,727	\$ (29,894,632)	\$ (135,084)	\$ (64,989)	\$ 64,989	\$ -
<hr/>							
Infrastructure (See below)	19 - 20	\$ 2,044,076	\$ (2,397,202)	\$ 135,084	\$ (218,042)	\$ 218,042	\$ -
<hr/>							
<b>TOTAL</b>		\$ 32,008,803	\$ (32,291,834)	\$ -	\$ (283,031)	\$ 283,031	\$ -

	2015	2014
<b>UNRESTRICTED - Infrastructure</b>		
Balance, beginning of year	\$ 530,202	\$ 245,421
Internally Restricted funds transfer (Page 5 and Note 11)	1,644,175	-
Program deficit for year	(218,042)	-
Restricted program deficits recovered (Net - See above)	(64,989)	-
Net assets invested in capital assets	47,770	64,102
Program surpluses for 2014 (Note 11)	-	220,679
Balance, End of year	\$ 1,939,116	\$ 530,202

The accompanying notes are an integral part of these financial statements

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**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEARS ENDED MARCH 31, 2015 AND 2014**

	Opening reserve	Reserve transfer	Deficit recovered	Closing reserve
<b>INTERNALLY RESTRICTED (Note 11)</b>				
<b>Client Specific Services (40%)</b>				
Guardianship and resources	\$ 217,621	\$ (217,621)	\$ -	\$ -
Family preservation	156,882	(156,882)	-	-
Child protection	558,431	(558,431)	-	-
	932,934	(932,934)	-	-
<b>Operational requirements (30%)</b>				
Guardianship and resources	163,216	(163,216)	-	-
Family preservation	117,661	(117,661)	-	-
Child protection	418,823	(418,823)	-	-
	699,700	(699,700)	-	-
<b>Infrastructure (30%)</b>				
	11,541	(11,541)	-	-
<b>Total</b>	<b>\$ 1,644,175</b>	<b>\$(1,644,175)</b>	<b>\$ -</b>	<b>\$ -</b>

Pursuant to a board resolution on March 25, 2014, it was resolved that effective April 1, 2014, all above internally restricted fund reserve balances created by the June 18, 2008 resolution be combined and used to support infrastructure and other programs as necessary in the future (Note 11).

The accompanying notes are an integral part of these financial statements

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**ENNS &  
COMPANY**

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED MARCH 31, 2015 AND 2014**

	2015	2014
<b>FUNDING REVENUES</b>		
Provincial government contributions - Principal funding	\$ 30,516,097	\$ 30,515,563
Vancouver Coastal Health Authority	-	687
	30,516,097	30,516,250
<b>DEFERRED CONTRIBUTIONS</b>		
Related to operations - recognized (carried forward) in year	403,243	395,822
Related to capital assets amortization	26,000	25,533
Related to capital assets purchases	(24,000)	(24,000)
	405,243	397,355
	30,921,340	30,913,605
<b>DIRECT PROGRAM COSTS</b>		
Automobile expenses	162,193	176,751
Child-in-care costs	793,531	726,364
Client assistance	248,740	222,134
Contract services	967,966	1,116,797
Caregiver expenses	536,638	332,509
Collaborative practice costs	15,881	10,692
Cultural intervention costs	90,350	68,027
Family support expenses	436,526	392,034
In Transit BC Fund expense	-	3,000
Out of care Children	5,247	6,091
Out of care caregivers	12,386	11,136
Out of care maintenance	531,264	408,332
Program supplies and miscellaneous	28,068	29,685
Residential resources costs	15,364,503	15,344,345
Salaries and benefits	7,767,811	7,687,425
Telephone and cellular	26,903	25,997
	\$ 26,988,007	\$ 26,561,319
<b>NET FUNDING CONTRIBUTION</b>	3,933,333	4,352,286

Continued.....

The accompanying notes are an integral part of these financial statements

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**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED MARCH 31, 2015 AND 2014**

	2015	2014
<b>SERVICE COSTS</b>		
Amortization	95,478	102,729
Bank charges and interest	552	658
Contract services	1,556	-
Equipment leasing	10,921	11,360
Equipment purchases	17,986	17,975
Office and general	116,175	123,904
Postage and courier	22,298	22,449
Professional fees	1,560	18,896
Public relations & community services	583	1,173
Rent and repairs	1,295,870	1,275,959
Salaries, labour and benefits	1,156,113	1,073,995
Special events	4,080	5,632
Staff related costs	69,066	121,751
Telephone, fax and cellular	114,387	107,573
	2,906,625	2,884,054
<b>GENERAL AND ADMINISTRATION EXPENSES</b>		
AGM	3,290	3,484
Advertising	4,202	50
Amortization	20,254	23,408
Bank charges and interest	6,050	7,187
Board expenses	48,255	47,952
CCAY expenses	19,126	41,112
Contract services	35,491	12,181
Equipment leasing	2,220	3,183
Equipment purchases	38,849	3,670
Insurance	12,403	12,159
Office and general	51,435	83,845
Professional dues and membership	13,555	15,192
Professional fees	55,193	72,285
Public relations & community services	88,434	129,754
Rent and repairs	179,766	173,095
Salaries, labour and benefits	1,646,375	1,663,672
Special events	12,130	26,231
Staff related costs	130,566	84,719
Telephone, fax and cellular	25,546	23,634
Vancouver Foundation expenses	4,061	-
	2,397,201	2,426,813
<b>NET FUNDING DEFICIT (Note 14)</b>	\$ (1,370,493)	\$ (958,581)
<b>OTHER REVENUES</b>		
Resource homes revenue	864,923	674,342
Other income - (Note 10)	222,539	301,320
<b>NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	\$ (283,031)	\$ 17,081
<b>ALLOCATED AS FOLLOWS:</b>		
Restricted programs (Page 4)	\$ (64,989)	\$ 184,112
Unrestricted program (Page 4)	(218,042)	(167,031)
	\$ (283,031)	\$ 17,081

The accompanying notes are an integral part of these financial statements

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**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**  
**STATEMENT OF CASH FLOWS**  
**MARCH 31, 2015 AND 2014**

	2015	2014
<b>OPERATING ACTIVITIES</b>		
Excess of revenues over expenses for year	\$ (283,031)	\$ 17,081
Add: non-working capital charges		
Amortization of capital assets	95,478	126,137
Deferred contributions related to capital assets	(2,000)	(1,534)
	(189,553)	141,684
Net change in non-cash working capital balances from operations	902,597	(158,233)
Increase (decrease) in deferred contributions	(403,243)	(395,821)
	309,801	(412,370)
<b>INVESTING ACTIVITIES</b>		
Acquisitions of capital assets	(45,708)	(60,502)
Purchase of short term investments	(106,702)	(81,931)
	(152,410)	(142,433)
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	157,391	(554,803)
<b>NET CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	965,084	1,519,887
<b>NET CASH AND CASH EQUIVALENTS, END OF YEAR</b>	\$ 1,122,475	\$ 965,084

The accompanying notes are an integral part of these financial statements

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**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2015**

**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**

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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.

**Interest income**

Interest income from cash and cash equivalents, short-term investments including fixed income investments is recognized over the terms of the respective investments using the effective interest method.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2015**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

---

**Cash and cash equivalents**

Cash and cash equivalents consist of cash and investments which are readily convertible into cash or have a maturity date of 90 days or less from date of acquisition and are not subject to significant risk of changes in value.

**Short-term investments**

Short-term investments represent guaranteed investment certificates and other savings deposits with maturity dates ranging from 91 days to twelve months from date of acquisition.

**Investments**

Investments are fixed income investments with maturity dates greater than twelve months from date of acquisition.

**Financial instruments**

All financial assets except for investments that are quoted in an active market are measured at amortized cost. Amortized cost is the amount at which a financial asset is measured at initial fair value plus financing fees and transaction costs that are directly attributable to their acquisition. These equity securities are thereafter carried at cost plus the cumulative amortization of any difference between that initial amount and the maturity amount using the straight line amortization method.

Equity instruments, if any that are quoted in an active market are stated at fair value. Changes in fair value are recognized in income in the period the changes occur. Transaction costs to acquire or dispose of these securities are recognized in net income in the period during which they are incurred.

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.

Financial liabilities, including accounts payable and accrued liabilities are measured at amortized cost.

**Prepaid expenses**

Prepaid expenses primarily comprise advance payments made to vendors in the current fiscal year for goods and services to be recognized in the next fiscal year.

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2015**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

---

**Capital assets**

Purchased capital assets are recorded at cost of acquisition plus any directly attributable cost of preparing the asset for its intended use less any related government assistance..

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

**Employee future benefit plans**

The society offers a pension plan with a defined benefit provision which covers all employees of the society. The plan is administered by the Government of British Columbia and annual contributions to the pension plan, as advised by the plan administrators, are expensed when paid (Note 9).

**Net assets invested in capital assets**

Net assets invested in capital assets comprises the net book value of capital assets purchased with unrestricted funds.

**Measurement uncertainty**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations 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 in the year in which the estimates are revised. Actual results could differ from the estimates.

**3. BANK FACILITIES**

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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, 2015, none of bank line of credit and leasing credit and \$71,066 of the visa card credit were utilised.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2015**

**4. SHORT TERM INVESTMENTS**

	2015	2014
Guaranteed Investment Certificates at cost plus accrued interest at rates varying around 2% per annum, maturing on varying dates.	\$ 4,703,079	\$ 4,503,157
Various savings accounts with interest at varying rates.	1,233,721	1,326,941
	<b>\$ 5,936,800</b>	<b>\$ 5,830,098</b>

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**

<b>Capital Assets - Restricted plus Unrestricted funds</b>				
	Cost	Accumulated Amortization	Net 2015	Net 2014
<b>Assets acquired with non-restricted fund:</b>				
Office equipment	\$ 171,668	\$ 142,351	\$ 29,317	\$ 39,723
Computer hardware	239,365	124,209	115,156	110,141
Telephone equipment	180,765	140,116	40,649	55,080
Leasehold improvements	101,920	68,688	33,232	53,614
Automobiles	82,942	61,633	21,309	28,875
	<b>776,660</b>	<b>536,997</b>	<b>239,663</b>	<b>287,433</b>
<b>Assets acquired with restricted fund (Note 7):</b>				
Office equipment	128,826	108,952	19,874	21,206
Computer hardware	141,898	98,825	43,073	38,492
Telephone equipment	67,531	64,434	3,097	4,197
Leasehold improvements	16,181	12,500	3,681	6,917
Automobiles	19,500	16,927	2,573	3,486
	<b>373,936</b>	<b>301,638</b>	<b>72,298</b>	<b>74,298</b>
<b>Total</b>	<b>\$ 1,150,596</b>	<b>\$ 838,635</b>	<b>\$ 311,961</b>	<b>\$ 361,731</b>

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**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2015**

**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	\$ 65,163	257,589	58,159	\$ 392,076
Amortization to revenue	(6,907)	(43,871)	(233,055)	(35,945)	(319,778)
Ending balances - 2015	\$ 4,258	\$ 21,292	\$ 24,534	\$ 22,214	\$ 72,298
Ending balances - 2014	\$ 5,769	\$ 8,978	\$ 27,523	\$ 32,028	\$ 74,298

**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
2016	\$ 13,440	\$ 1,486,735
2017	13,440	503,488
2018	13,440	473,156
2019	13,440	473,156
2020	-	78,859
	\$ 53,760	\$ 3,015,394

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**  
**NOTES TO FINANCIAL STATEMENTS**  
**MARCH 31, 2015**

**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, 2014, the date of the most recent actuarial valuation available, the plan had a surplus of approximately \$392 million.

The society's contribution to the plan during the current year amounted to \$749,516 (2014: \$725,407).

**10. OTHER INCOME**

		2015		2014
CRUW grants	\$	64,855	\$	159,302
Donations		951		50
Interest income		134,336		123,404
Miscellaneous income		22,397		18,564
	\$	222,539	\$	301,320

**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 Infrastructure 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 reserves created by the June 18, 2008 resolution be combined and transferred to the unrestricted Infrastructure Fund to support infrastructure and other programs as necessary in the future.

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2015**

**12. FINANCIAL RISKS MANAGEMENT**

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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 of 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**

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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, 2015, the society's share of unfunded actuarial liabilities based on the valuation date on December 31, 2014 was estimated to be \$Nil (2014-\$Nil).



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
NOTES TO FINANCIAL STATEMENTS  
MARCH 31, 2015**

**14. ECONOMIC DEPENDENCE**

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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.

**15. COMPARATIVE FIGURES**

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Certain of the comparative figures have been reclassified to conform with current year's financial statement presentation.



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
GUARDIANSHIP AND RESOURCES (R000139809)  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE YEARS ENDED MARCH 31, 2015**

	2015	2014
<b>REVENUES</b>		
Provincial government contributions - Principal funding	\$ 4,639,097	\$ 4,639,097
Other income	300	7,053
	4,639,397	4,646,150
<b>DEFERRED CONTRIBUTIONS</b>		
Related to operations - recognized (carried forward) in year	39,960	107,173
Related to capital assets amortization	6,106	3,187
Related to capital assets purchases	(18,419)	-
	27,647	110,360
	4,667,044	4,756,510
<b>DIRECT PROGRAM COSTS</b>		
Automobile expenses	79,595	77,413
Contract services	146,456	111,387
Cultural intervention costs	46,034	42,467
Donation expense-C Montour	5,953	6,808
Program supplies	-	173
In Transit BC Fund expenses	-	3,000
Salaries and benefits	2,800,458	2,894,487
Staff expenses	9,900	17,355
Telephone and cellular	8,486	8,787
	3,096,882	3,161,877
<b>CHILD-IN-CARE COSTS</b>		
Allowances/dental	44,421	47,172
Client minding costs	72,081	55,732
Client travel	116,828	93,792
CIC - Clothing grant	10,018	17,358
Education/school events	80,497	92,814
CIC - Equipment	7,729	6,996
Foods and Household	96,111	81,044
CIC - Recognizing Milestones	3,525	3,180
Medical expenditures	79,387	56,055
Living with family and friends	16,280	29,712
Preparation for independent living	-	7,421
Others	100,214	72,049
Professional support and services	44,248	48,057
	671,339	611,382
<b>NET FUNDING CONTRIBUTION</b>	\$ 898,823	\$ 983,251





**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
GUARDIANSHIP AND RESOURCES (R000139809)  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE YEARS ENDED MARCH 31, 2015**

	2015	2014
<b>SERVICE COSTS</b>		
Amortization - Capital Assets	\$ 37,910	\$ 36,872
Bank charges and interest	162	203
Equipment leasing	2,470	2,324
Equipment purchases	6,720	8,897
Office and general	50,749	54,275
Professional fees	-	1,021
Public relations & community services	488	509
Rent	407,305	412,028
Salaries, labour and benefits	410,161	392,188
Security	870	-
Special events	1,500	755
Staff related costs	31,204	23,343
Telephone fax and cellular	40,922	38,906
	990,461	971,321
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	(91,638)	11,930
<b>INTERFUND TRANSFERS</b>	(52,424)	(48,495)
<b>NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	\$ (144,062)	\$ (36,565)



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**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
INFRASTRUCTURE (R000139810)  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE YEARS ENDED MARCH 31, 2015**

	2015	2014
<b>REVENUES</b>		
Provincial government contributions - Principal funding	\$ 1,811,156	\$ 1,811,156
CRUW grants	64,855	159,302
Other income	147,654	126,415
	2,023,665	2,096,873
<b>DEFERRED CONTRIBUTIONS</b>		
Related to operations - recognized (carried forward) in year	17,424	24,569
Related to capital assets amortization	8,568	9,220
Related to capital assets purchases	(5,581)	(6,988)
	20,411	26,801
<b>NET FUNDING CONTRIBUTION</b>	\$ 2,044,076	\$ 2,123,674



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
INFRASTRUCTURE (R000139810)  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE YEARS ENDED MARCH 31, 2015**

	2015	2014
<b>GENERAL AND ADMINISTRATIVE EXPENSES</b>		
Advertising	\$ 4,202	\$ 50
AGM	3,290	3,484
Amortization - Capital Assets	20,254	23,408
Bank charges and interest	6,050	7,187
Board expenses	48,255	47,952
CCAY expenses - CRUW	19,126	41,112
Contract services	35,491	12,181
Equipment leasing	2,220	3,183
Equipment purchases	38,849	3,670
Insurance	12,403	12,159
Office and general	51,436	83,845
Professional fees	55,193	72,285
Public Relations and Community Services	88,434	129,754
Rent and repairs	179,398	172,722
Salaries, labour and benefits	1,646,375	1,585,196
Seconded wages	-	78,476
Security	368	373
Special events	12,130	26,231
Staff related costs	130,566	84,719
Telephone fax and cellular	25,546	23,634
Professional Dues & Memberships	13,555	15,192
Vancouver Foundation expenses	4,061	-
	2,397,202	2,426,813
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	(353,126)	(303,139)
<b>INTERFUND TRANSFERS</b>	135,084	136,108
<b>NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	\$ (218,042)	\$ (167,031)



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**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
RESIDENTIAL RESOURCES AND CULTURAL (R000139808)  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE YEARS ENDED MARCH 31, 2015**

	2015	2014
<b>REVENUES</b>		
Provincial government contributions - Principal funding	\$ 15,112,253	\$ 15,112,253
Resource homes revenue	864,923	674,342
Cultural program funding	83,714	83,714
Other income	400	1,650
	16,061,290	15,871,959
<b>DEFERRED CONTRIBUTIONS</b>		
Related to operations - recognized (carried forward) in year	96,086	250,123
	16,157,376	16,122,082
<b>DIRECT PROGRAM COSTS</b>		
Automobile expenses	1,415	779
Contract services	199,127	349,007
Cultural intervention costs	4,817	7,575
Program activities and miscellaneous	3,379	2,526
Residential resources costs	15,364,503	15,344,345
Salaries and benefits	87,216	90,334
	15,660,457	15,794,566
<b>CAREGIVER COSTS</b>		
Aboriginal Children Village	-	184,763
Caregivers expenses	444,611	59,572
Foster parent appreciation night	16,197	17,114
Foster parent recruitment	16,342	12,732
Kiwassa Housing	59,488	58,328
	536,638	332,509
<b>NET FUNDING CONTRIBUTION</b>	\$ (39,719)	\$ (4,993)



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
RESIDENTIAL RESOURCES AND CULTURAL (R000139808)  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE YEARS ENDED MARCH 31, 2015**

	2015	2014
<b>SERVICE COSTS</b>		
Automobile expenses	\$ 218	\$ 389
Bank charges	65	65
Equipment leasing	53	49
Equipment purchases	1,039	-
Office and general	275	330
Public relations & community services	-	144
Rent and repairs	9,005	8,684
Special event	1,750	685
Staff related costs	73	4,590
Telephone fax and cellular	851	753
	13,329	15,689
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	(53,048)	(20,682)
<b>INTERFUND TRANSFERS</b>	53,048	20,682
<b>NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	\$ -	\$ -



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**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
FAMILY PRESERVATION (R000139806)  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE YEARS ENDED MARCH 31, 2015**

	2015	2014
<b>REVENUES</b>		
Provincial government contributions - Principal funding	\$ 2,512,433	\$ 2,512,433
	2,512,433	2,512,433
<b>DEFERRED CONTRIBUTIONS</b>		
Related to operations - recognized (carried forward) in year	4,969	(15,098)
Related to capital assets amortization	1,511	1,496
Related to capital assets purchases	-	(6,988)
	6,480	(20,590)
	2,518,913	2,491,843
<b>DIRECT PROGRAM COSTS</b>		
Automobile expenses	21,583	13,576
Client assistance and travel	16,897	10,385
Contract services	557,934	549,823
Cultural intervention costs	10,062	7,058
Program services	231,843	211,749
Salaries and benefits	1,240,756	1,107,086
Staff meals and relations	25	-
Telephone and cellular	4,773	4,389
	2,083,873	1,904,066
<b>NET FUNDING CONTRIBUTION</b>	\$ 435,040	\$ 587,777

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
FAMILY PRESERVATION (R000139806)  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE YEARS ENDED MARCH 31, 2015**

	2015	2014
<b>SERVICE COSTS</b>		
Amortization - Capital Assets	\$ 9,545	\$ 10,629
Bank charges	130	65
Contract services	331	-
Equipment leasing	3,089	3,512
Equipment purchases	2,365	849
Office and general	22,298	22,449
Professional fees	1,560	-
Public relations & community services	95	514
Rent and repairs	186,424	173,164
Salaries, labour and benefits	130,095	140,697
Special event	750	2,282
Staff related costs	13,520	49,478
Telephone fax and cellular	21,772	19,642
	391,974	423,281
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	43,066	164,496
<b>INTERFUND TRANSFERS</b>	(43,066)	(42,495)
<b>NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	\$ -	\$ 122,001

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**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**  
**CHILD PROTECTION (R000139811)**  
**STATEMENT OF REVENUES AND EXPENSES**  
**FOR THE YEARS ENDED MARCH 31, 2015**

	2015	2014
<b>REVENUES</b>		
Provincial government contributions - Principal funding	\$ 6,357,445	\$ 6,356,911
Other income	9,330	6,900
	6,366,775	6,363,811
<b>DEFERRED CONTRIBUTIONS</b>		
Deferred contributions related to operations - recognized (carried forward) in year	244,804	24,412
Related to capital assets amortization - recognized in the current year	9,815	11,630
Related to capital assets purchases	-	(10,024)
	254,619	26,018
	6,621,394	6,389,829
<b>DIRECT PROGRAM COSTS</b>		
Automobile expenses	59,600	84,983
Contract services	64,449	106,580
Printing and postage	934	-
Salaries and benefits	3,639,381	3,595,518
Staff expenses	3,824	3,121
Telephone and cellular	13,300	12,523
Miracle fund 2014 expenses	4,397	-
	3,785,885	3,802,725
<b>CHILD-IN-CARE COSTS</b>		
Allowances for inter/out provincial transfers	1,749	258
Camp costs	3,139	1,365
Client minding costs	26,006	27,528
Client travel	30,547	22,071
CIC - Clothing grant	12,052	12,749
Equipment	2,072	6,537
Education/school events	1,666	1,991
Foods and Household	16,160	17,185
CIC - Recognizing Milestones	1,516	1,329
Goods and services	400	-
Medical/dental expenses	20,449	17,345
Others	6,436	6,624
	\$ 122,192	\$ 114,982

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**  
**CHILD PROTECTION (R000139811)**  
**STATEMENT OF REVENUES AND EXPENSES**  
**FOR THE YEARS ENDED MARCH 31, 2015**

	2015	2014
<b>OTHER PROGRAM COSTS</b>		
Out of care children	\$ 5,247	\$ 6,091
Out of care caregivers	12,386	11,136
Out of care maintenance	531,264	408,332
Family support expenses	436,526	392,034
Cultural intervention costs	29,437	10,927
Collaborative practice costs	15,881	10,692
	1,030,741	839,212
<b>NET FUNDING CONTRIBUTION</b>	1,682,576	1,632,910
<b>SERVICE COSTS</b>		
Amortization - Capital Assets	48,023	55,228
Bank charges	195	325
Contract services	1,225	-
Equipment leasing	5,309	5,372
Equipment purchases	7,862	7,325
Labor relations	3,390	-
Miscellaneous and general	1,448	4,252
Office and general	63,703	64,923
Professional fees	-	17,875
Public relations & community services	-	6
Rent and repairs	692,266	678,269
Salaries, labour and benefits	615,857	541,110
Special event	80	1,910
Staff related costs	20,661	43,951
Telephone, fax and cellular	50,842	47,887
	1,510,861	1,468,433
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	171,715	164,477
<b>INTERFUND TRANSFERS</b>	(92,642)	(65,799)
<b>NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	\$ 79,073	\$ 98,678



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY  
VANCOUVER COASTAL HEALTH AUTHORITY  
STATEMENT OF REVENUES AND EXPENSES  
FOR THE YEARS ENDED MARCH 31, 2015**

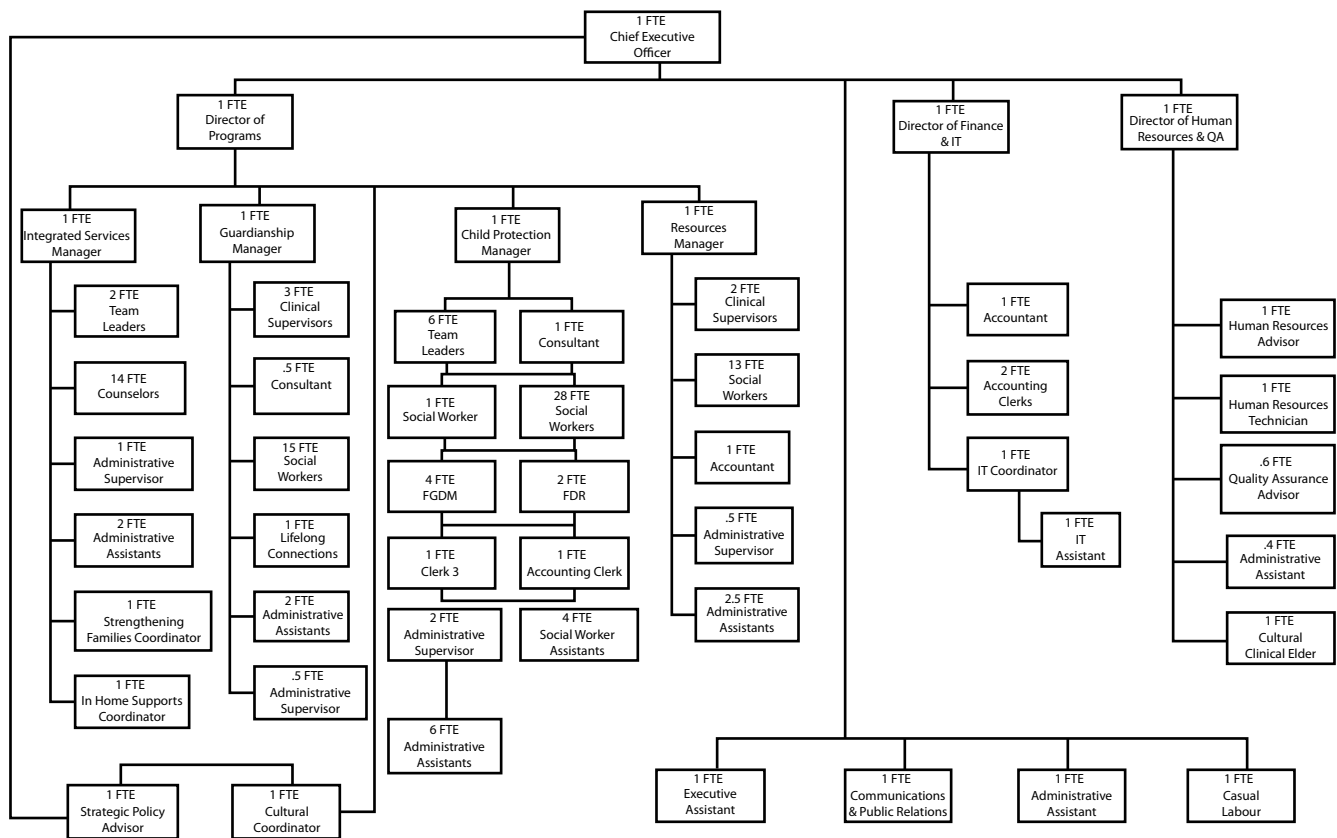
	<b>2015</b>	<b>2014</b>
<b>REVENUES</b>		
Vancouver Coastal Health Authority	\$	687
<b>DEFERRED CONTRIBUTIONS</b>		
Related to operations - recognized (carried forward) in year	-	4,643
<b>NET FUNDING CONTRIBUTION</b>	-	5,330
<b>SERVICE COSTS</b>		
Equipment leasing		103
Equipment purchases		904
Office and general		124
Rent		3,814
Telephone		385
		5,330
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	-	-
<b>INTERFUND TRANSFERS</b>	-	-
<b>NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	\$ -	\$ -



# COMMUNITY PARTNERS

- Aboriginal Mother Centre Society
- Aboriginal Wellness
- Asante 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 and Child & Family Clinic
- BC Housing
- BC Woman's Hospital & 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 & Adolescent Response Team (CART)
- Children's Foundation
- Community Centres
- Community Living British Columbia (CLBC)
- Connexus Family & Child Services
- Drake Medox Health Services
- DTES Women's Centre
- 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-Noqu 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 Centre 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 Resources 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 Centre Society (VAFCS)
- Vancouver Coastal Health Authority
- Vancouver Incest & Sexual Abuse Centre (VISAC)
- Warriors Against Violence
- Watari Counseling & Support Services Society
- WJS Short Stop Home
- YMCA/YWCA

# ORGANIZATIONAL CHART



VACFSS Organization Chart - Funded Positions - 2014/2015 Fiscal Year

FTE	TITLE
19	Executive/Infrastructure
57	Child Protection
22	Family Preservation
20	Resource
23	Guardianship
<b>141</b>	<b>FTE Total</b>
	<b>31 MARCH 2015</b>

# CONTACT US

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## GUARDIANSHIP & RESIDENTIAL RESOURCES

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(R.R.) 604-215-0176

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TOLL FREE: 1-877-982-2377

CP TOLL FREE: 1-877-331-4505

AFTER HOURS: 604-310-1234

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