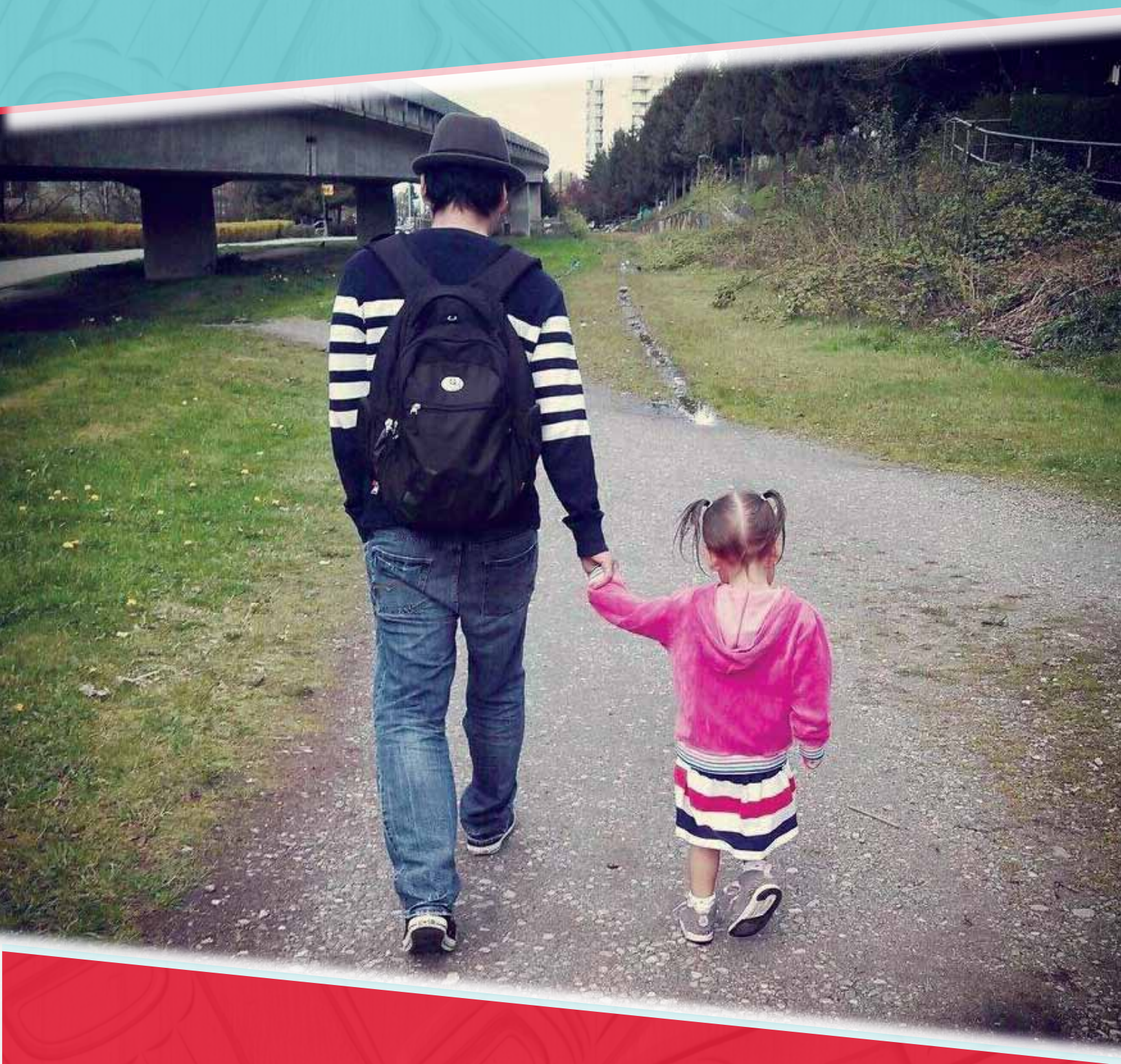
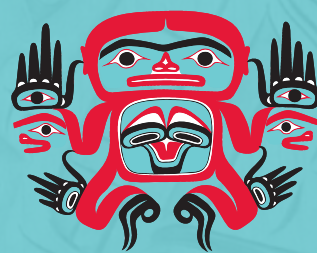


2016 Vancouver Aboriginal Child and Family Services Society Annual Report



VACFSS ANNUAL REPORT



VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Our Children, Our Future, Our Responsibility

JUNE 2016





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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BOARD OF DIRECTORS

The Board Of Directors As Of The 2015 Annual General Meeting

| | |
|-----------------------------|---------------------|
| Linda Stiller | Chair |
| Madeleine MacIvor | Co-Chair |
| Richard George | Treasurer/Secretary |
| Susan Tatoosh | Director |
| Lee Brown | Director |
| Bernice Albert | Director |
| Leona M. Sparrow | Director |
| Virge Silveira | Director |
| Darlene Willier | Director |



MESSAGE FROM THE CHAIR

Dear Members:

I am pleased and proud to present to you the 2016 Annual Report on initiatives and accomplishments of the Vancouver Aboriginal Child and Family Services Society. We continue to be steadfast on the strategic initiatives, originally established in 2013.

In enhancing and implementing culturally and spiritually appropriate strategic services VACFSS has been focusing on fully implementing the Inclusive Foster Care policy, developing a Clinical Practice framework for supporting long term placements, increasing the use of rescindments, transfer of custody and permanency planning for children under Continuing Custody Orders, and formalizing a framework for preparing our youth for independence. I am excited regarding plans for implementation of a new Strengthening Relatives program to provide support and to further promote kinship care. Further the agency has completed Protocol Agreements with a number of other Delegated Aboriginal Agencies, based on our view that children need to be connected to their communities and the importance of ensuring their cultural continuity. Most recently, we signed a Protocol agreement with Secwepemc Child and Family Services, and were pleased that our signing ceremony coincided with a cultural visit by members of the VACFSS Youth Advisory Committee, along with connecting some of our children in care with their extended families in the Kamloops area.

In designing, developing, implementing and reviewing effective communication and risk management strategies, VACFSS has initiated a number of projects. The agency, reviewed and revised the Client Complaints Resolution policy to ensure an Aboriginal cultural lens, and completed the Family Preservation and Reunification policy. To address risk management, the board has been diligently providing input and guidance to a new and revised Finance Policy manual to ensure accountability and transparency to ensure responsible stewardship of financial responsibilities for effective program planning and implementation. We have many other active board committees, such as the Finance

Committee who regularly reviews financial statements and expenditures. I am proud of the fact that the agency's most recent Practice Audits, verified the strengths of the Child Protection Program, such as our strong partnership with MCFD, the growth in the use of collaborative practice processes, the notable efforts by our social workers to ensure sibling and family contact and high compliance in the area of initial safety assessments and family work. While the report highlighted some documentation deficiencies, it noted that the physical files were in good order and that, moreover, VACFSS has strong practice, both culturally and operationally to continue to meet our delegated responsibilities and accountability to the community. This is further confirmed by the most recent Guardianship and Resources Practice audits that achieved high compliance in all areas, and also due to the incredibly dedicated and hard working staff!

As we continue to ensure strong governance and to build the capacity of the agency, the VACFSS Board of Directors regularly reviews the strategic priorities, and particularly the progress. For the upcoming year, the agency will be developing a Performance Development framework and implementing plans to assume adoption delegation.

I would like to take this opportunity to thank and welcome the addition of our newest board member, Bernice Albert, who brings a wealth of experience and input into our board governance. Also, I would like to acknowledge in particular, the tremendous work and leadership shown this past year by our CEO, Bernadette Spence. She has demonstrated a steadfast commitment to the well being of the children and families we serve while also supporting staff and the Board of Directors. Thank you Bernadette.

By working together, along with community and staff, we can ensure policies and practices to best meet the needs of our children and families.

In partnership,

Linda Stiller



MESSAGE FROM THE CEO

Greetings to all of those who will review the VACFSS 2015/16 Annual Report. I want to begin by acknowledging the support and recognition we receive from the individuals, organizations and groups that comprise our community. We value the partnerships with other service providers as well as the caregivers that provide daily care to children and youth. We celebrate the commitment of the families who engage with our social workers and who see VACFSS as a resource in their healing journey.

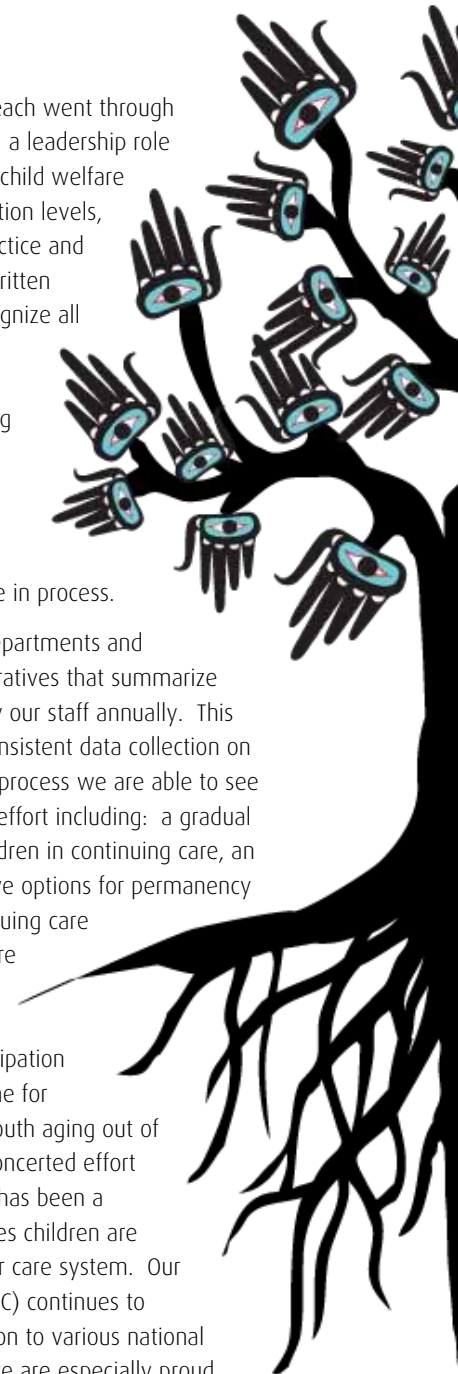
VACFSS is supported by a Board of Directors who have adopted a clear model of governance shaped and interpreted through relationship and experience. Our governance model defines the management reporting required by the Board to monitor and guide compliance to their strategic priorities and the annual operational plan. The combined expertise, wisdom and tenure of the Board ensures strategic and effective oversight and is the key factor to VACFSS' success.

I raise my hands to the social workers, the supervisors, management and administrative staff for their consistent engagement and focus on restorative child welfare practice. Our work recognizes the intergenerational impact of colonization and the need to engage families through concrete, collaborative, and trauma informed practices. The work with families is complex due to the multiple barriers and challenges they experience. The families are often involved with multiple systems and require multi phased concrete and clinical practice support. We appreciate the administrative staff's organizational skills and leadership in the areas of communication, records and administrative management. Their support in all areas of program delivery and their interface with the person served is an integral aspect of effective service delivery.

This year has been particularly challenging due to the departure of staff from key positions resulting in additional workloads for those covering the gaps. This issue and the detail is highlighted in the Human Resources and Quality Assurance report. Four VACFSS social workers were hired

into supervisory positions and each went through a rigorous process for assuming a leadership role including the requisite years of child welfare experience, appropriate delegation levels, documented compliance to practice and administrative requirements, written and oral examination. We recognize all of our supervisors as practice knowledge keepers as they have achieved an understanding of and demonstrated practice outlined in the VACFSS policy and a service system that is trauma informed, grounded in cultural practice, and restorative in process.

The reports from the various departments and programs provide data and narratives that summarize the immense work achieved by our staff annually. This year marked our 6th year of consistent data collection on program activity. Through this process we are able to see the outcomes of our collective effort including: a gradual reduction in the number of children in continuing care, an increase in the use of alternative options for permanency including rescindment of continuing care orders, an increase in the closure of family services files, an increase in the use of client peer group support participation including the recently added one for fathers. Graduation rates for youth aging out of care are improving. Through concerted effort and clinical intervention, there has been a reduction in the number of times children are moved within the current foster care system. Our Youth Advisory Committee (YAC) continues to provide education and inspiration to various national professional associations and we are especially proud of their impact. All youth who meet the criteria for





supported adult living services were identified early and transitioned to CLBC at age 19. There are many processes that sustain our focus and commitment to the work we do with families.

The client satisfaction surveys of past and current year reinforces the belief that the work we do is relational, restorative and supported at many concentric levels within the community. We are inspired and anchored by the positive outcomes that are reported and experienced in our practice.

As we move forward in this new fiscal year, our focus will be on supporting our staff in their current roles through the implementation of our casework supervision model which focuses on compliance to our restorative child welfare practice, in house training and consistent supervision. Greater efforts will be made for retention and support of new staff through peer support and structured mentoring.

We will begin the process of data collection on our proposed research initiative through a partnership with UBC and our own in-house research committee. Our Strategic Policy Analyst will work with our Managers to frame the research methodology. Data collection will be done with research assistants.

These activities will culminate in a proposed research conference in the Summer of 2018.

We continue our discussions with MCFD to address underfunding in the area of administrative costs, infrastructure, specialized functions to support clinical practice, Out of Care Options, and child specific placements which have been steadily increasing since 2008. One of the other key issues identified to the MCFD is improving access to the information system ICM which allows our social workers to document their

responses to incidents and completion of the structured decision making tools. While the provision of child and family services is always dynamic we will continue with the following developmental and risk reduction priorities:

- Train staff on the revised Chapter 3 policy which incorporates VACFSS' unique approach to child protection while meeting the standards of the MCFD Director of Child Family and Community Services. Our reframing of MCFD's child protection policy is consistent with VACFSS' emphasis on client engagement, collaborative practice, the provision of concrete needs, the use of least disruptive measures, placement of children and youth with extended family, use of out of care options, trauma informed practice, collaborative engagement with specialized service providers, family preservation services, in home support, peer group support, and milestone recognition through elder intervention and ceremony.
- Implement our revised financial policy and procedures manual developed with our Finance Committee and captures all of the financial policies and procedures specific to how VACFSS manages and expends its resources.
- Actively engage Delegated Aboriginal Agencies in cultural and permanency planning with their member children and youth through consistent annual reporting and joint planning.
- Increase our caregiver numbers through the identification of kith and kin at the earliest stage of our intervention when children must come into care due to safety concerns and continue to recruit caregivers who will work within our Inclusive Foster Care Policy.

We look forward to our 25 year celebration in the Fall of 2017 and we hope that you will join us!

All my Relations,

Bernadette Spence, CEO



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, Family Preservation/Integrated Services, 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.

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 (IOP) Meetings 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 several 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 2015/16 we had a number of stimulating IOP meetings, many with guest presenters, that focused on areas of special interest and significance: "Good Recording: Making Documentation Work for You", "Rescindment of Continuing Custody Orders", "Forum: Clinical Practice With Foster Parents", "Mindfulness", "MCFD Program Area Audits", "Forum: Working With Substance Using Moms", and "Access and Supervision". 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 mid-January 2016, with the departure of our Special Projects Officer, the various initiatives and programs supported by this position were assigned to other VACFSS staff. These projects include: the Culturally Relevant Urban Wellness (CRUW) program, innovative research initiatives in each VACFSS Program, and the Rites of Passage project.

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. Now in its fifth year, the CRUW Program has received national and international attention and acclaim for its innovative approach to instilling a deep and meaningful connection to culture and nature in urban youth. The Program will operate under the leadership of the new Child and Youth Engagement Worker position in the Guardianship Program.

RESEARCH INITIATIVES

Each Program Manager has confirmed a practice related research study in their program area. These initiatives will contribute to the evidence-base for innovative policy and practice at VACFSS. The VACFSS Strategic Policy Advisor has a pivotal role in supporting and/or leading each of these research projects.

rites of passage

In 2014, VACFSS commenced the Rites of Passage special project. This project is intended to acknowledge the importance of rites of passage ceremonies as significant milestones in the growth and development of Aboriginal children and youth.

Currently, VACFSS has three established ceremonies to recognize and celebrate these milestones:

1. Honouring Our Sacred Bundles, to acknowledge infants in their first year of life;
2. Homecoming Ceremony, a celebration of a child's return to their family's care;
3. Honouring the Journey of Our Youth, to support VACFSS youth as they enter adulthood at age nineteen.

These ceremonies, which are led by Elders, are attended by the children/youth, their families, foster parents, community members, and VACFSS staff. VACFSS' Cultural Committee, comprised of staff and Elders from all program areas, will take the lead in identifying additional developmental milestones to recognize through appropriate cultural ceremonies.

Strategic Policy Development

With the hiring of a Strategic Policy Advisor in April 2015, we have made significant advances in assuring that our practice policies reflect restorative approaches to urban Aboriginal child welfare practice. We have established an effective and inclusive process which involves our subject matter experts and knowledge keepers within the Agency actively collaborating to guide and inform policy development.

A number of policies have been finalized or are nearly complete: Elders and Knowledge Keepers, Family Preservation, Cultural Education Series, Homecomings, Keeping Our Children Safe (Child Protection), and Inclusive Foster Care.

A Time To Reflect And Refine

Building on the contribution of many since VACFSS inception, the Program Managers and I have collectively contributed to a strengthening of the services we provide to our children, youth, and families over the past four years. We have focused on emphasizing a collaborative and integrated approach to practice that is centered on Aboriginal knowledge systems and worldview. At this point in our evolution as a working group I believe it is essential that we humbly reflect on our strengths and areas for growth and take measured steps to advance our practice.



HUMAN RESOURCES AND QUALITY ASSURANCE

Paul Hucul, Director

Mandate

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

Overview

In the 2015/2016 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 2015/2016 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. In addition the HRQA department is in the process of infusing culture into the Client Complaint Resolution Process

STAFFING (AS OF MARCH 31, 2016)


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 had 142 funded positions. In order to supplement staffing levels, VACFSS has created additional Authorized Positions and applied efficiencies to bring up the total complement of employees to 158.

In addition, 58% (87) of VACFSS staff members were of Aboriginal ancestry to reflect the demographics of the clients that VACFSS serves. Furthermore, 54% of client workers and 61% of Team Leaders/Supervisors were of Aboriginal ancestry.

Recruitment initiatives of HRQA have been very successful in that there were 681 applications to VACFSS resulting in 23 new employees hired and 13 (52%) of these new hires were of Aboriginal ancestry. In addition, there were also 33 internal selections. The turnover rate for VACFSS increased to 20% for the 2015/2016 fiscal year. This increase can be partially attributed to retirements, hiring competition from the Ministry of Child & Family Development and Coastal Health and personal reasons.

PRACTICUM PROGRAM

HRQA has maintained a very successful Practicum Program at VACFSS in the 2015/2016 fiscal year. The program supported fourth – year and master-level students in completing their education in Social Work and or Child and Youth Care by providing a forum for field education and training. The intent of VACFSS' Practicum Program is to attract potential candidates to social work positions at VACFSS, provide students with an opportunity to gain practice experience necessary to best support and learn from Aboriginal families, youth and



Children, and offer VACFSS staff with an opportunity to further leadership skills and receive invaluable support in practice. An additional value to the program this year has been the solid branding of educational tools and materials through VACFSS' knowledge on restorative Aboriginal child welfare.

In 2015/2016, nine (9) practicum students completed placements at VACFSS including three (3) of Aboriginal ancestry. Five (5) of these students are seeking employment with VACFSS and two (2) of these students were hired to permanent Full – Time positions. In the 2015/2016 fiscal year seven (7) Social Workers/Counsellors were hired who came out of the VACFSS Practicum Program (32% of Social Worker/Counsellor hires).

EDUCATION AND TRAINING

Once again extensive training was provided to VACFSS staff in the 2015/2016 fiscal year. HRQA continued to support Leadership Training at VACFSS under Siiyamints (see-yom-main-ts). The Leadership Essentials Program was delivered to fourteen (14) Team Leaders and Supervisors and involved 10 modules over the fiscal year. Eleven (11) Senior Social Workers and Team Leaders attended the Indigenous Perspectives Society (IPS) for Supervisor Training. In addition, twenty – three (23) employees attended Delegation training with IPS which consisted of 5 – 8 weeks of training. 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 without going to the grievance process and four (4) grievances were filed. Two (2) grievances carried over from the last fiscal year were resolved.

OCCUPATIONAL SAFETY AND HEALTH (OSH)

VACFSS continues to invest significant resources into the OSH program. The infrastructure at all sites was continually being replenished 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. The policies and procedures were reviewed by staff monthly at team meetings. Emergency drills were conducted during the year.

Training for Ergonomic Assessors was conducted by an OSH consultant and three (3) employees were certified. Furthermore, the Earthquake Preparedness training was provided to all staff on October 18th, 2015. Additional training was provided to staff including First Aid training, OSH Emergency Zone Warden Training, OSH Risk Assessment Training and OSH Committee Training.

The Workplace Violence Protection Program continued to be enhanced.

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 under the Director of Human Resources and Quality Assurance. Nineteen (19) eligible complaints were made to VACFSS and eighteen (18) were resolved at the Local Resolution Stage. 100% of closed complaints were resolved within 30 days. This process continued to demonstrate that VACFSS had an administratively fair complaints process in place for persons - served. The Quality Assurance Advisor will continue to coordinate and

assist Program Managers in achieving the 30 day compliance requirement.

Between April 1, 2015 and March 31, 2016 one hundred thirty – five (135) Satisfaction Surveys were given to VACFSS' persons - served. 76% 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 difficult 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. The VACFSS Clinical Counsellor /Elder, provided emotional, physical and spiritual support for all members at all three sites. She provided 545 one – to – one counselling sessions and other interventions with staff. Her work was well received; she also engaged in a number of group interventions;
4. The Critical Incident Stress Management (CISM) Team continued to provide peer support to workers who experience Critical Incidents; and
5. VACFSS continued to support and sponsor employees to participate in the Sun Run.

CULTURAL TRAINING/CEREMONIES

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

1. Introduction to Cultural Camp I on Gambier Island was provided for 18 new staff.
2. Advanced Cultural Camp II on Gambier Island was provided to 11 staff who had already taken Cultural Camp I.
3. Several ceremonies were conducted including Honouring our Youth, Caregivers' appreciation dinner, Children's Christmas party, sage picking, update meetings, Celebrations of life, Baby Ceremony and individual smudging for staff.

Summary

In the 2015/2016 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.

Strategic Goals And Risk Mitigation

The following are the strategic goals and strategic risk mitigation areas which the HRQA Department will be focusing on in the 2016/2017 fiscal year.

STRATEGIC GOALS

1. Ensure that 50% plus 1 of VACFSS employees are of Aboriginal Ancestry;
2. Ensure that Aboriginal Cultural Competencies are identified and integrated into the selection process, the position profiles and performance appraisals;
3. Culturalize the Client Complaints Resolution Process (CCRP); and
4. Conduct an Employee Satisfaction survey.

RISK MITIGATION

1. Violence in the Workplace prevention;
2. Turnover and Retention;
3. Building Team Leader and Supervisor capacity; and
4. Ensure client complaints are responded to in a timely and administratively fair manner.





CHILD PROTECTION

Anju Sohal, Manager

VACFSS is responsible for child protection and family support and prevention services to Aboriginal children, youth, and families who reside in the City of Vancouver. This includes: providing services that will help strengthen vulnerable Aboriginal children and families, providing practical support to parents and other kinship caregivers who are responsible for the care of children, and receiving, assessing, and investigating reports of child abuse, neglect and exploitation of children. The Child Protection program consists of one Intake team, four Family Service teams, and a Collaborative Practices team that includes two family support Elders. Services are provided under the legal authority of the Child, Family and Community Service Act and with the endorsement of the Aboriginal community to ensure that Aboriginal children are protected and families are adequately supported. Services are managed and delivered within a restorative child welfare framework that includes: a crisis intervention response, capacity to provide essential concrete needs, gathering the family's support circle to develop service plans, coordinated and integrated service planning, and trauma reduction through the involvement of in-house client Elders. Child protection services are guided by the five VACFSS 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.

The Child Protection program works collaboratively with the Family Preservation Program, Residential Resources Program and Guardianship Program in order to achieve its commitment to an integrated and restorative child welfare practice. In situations where children are determined to be at risk the Child Protection program social workers prioritize the use of less disruptive measures and out-of-care/kinship placement options to keep the children safe and connected to their family. The out-of-care options social workers in the Child Protection program assess and support kith and kin to care for children when their parents are unable to do so. In some situations these placements provide an alternative and preferred permanency option for children who would otherwise be placed in foster care. The overall goal of the Child Protection program staff is to support and stand beside families through a healing journey to a place of safety, strength and wellness.

We continue to see an increased use of the services of the Collaborative Practices team and the client support Elders. This is especially gratifying as both families and staff recognize the tremendous benefits of collective problem solving and culturally grounded supports and processes. The Elders

are involved in family led conferences and as well provide direct culturally appropriate support to family members who may be impacted by complex trauma associated with the harmful impact of colonization and the negative impact of historical child welfare involvement. Elders are included in most aspects of our direct work with families as their knowledge and guidance is vital to enhancing and informing our practice development. We strive to increase our capacity to provide cultural supports to our families and many cultural practices are embedded in our practice policies.

During this fiscal year the VACFSS Child Protection program had an increase in staff changes from past years which included a new Child Protection Manager and three new Team Leaders. The impact of these changes in leadership was eased as the positions were successfully filled from internal applicants within the program or Agency through promotion and strategic succession planning. Vacancies for social workers, an out-of-care options worker and administrative staff were all successfully filled.

Due to the complexities of child protection work a key initiative in the Program is the ongoing support and training of new child protection staff. Also, child protection is a very dynamic field in that policy and practice are regularly changing

and shifting such that it can take a few years for staff to feel fully confident in carrying out their duties. In order to support the development and retention of new staff there will be increased one-to-one mentoring, additional training opportunities, regular group meetings with new staff to discuss and de-brief their experiences, and planned direct engagement with senior practitioners and leadership staff to provide support and guidance in the acquisition and growth of their clinical knowledge.

| 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 | 1 |
| OUT OF CARE OPTIONS SOCIAL WORKER | 2 |
| CP SOCIAL WORKERS | 33 |
| COLLABORATIVE PRACTICE COORDINATORS | 4 |
| CP SOCIAL WORK ASSISTANTS | 4 |
| CP ADMINISTRATIVE ASSISTANTS | 7 |
| CP ACCOUNTING CLERKS | 1 |
| TOTAL | 65 |

Profiles Of Reports Received

From April 1, 2015 to March 31, 2016, there were a total of 663 incidents and 108 service requests for a total of 771 reports received. This represents a decrease in the number of incidents by 300 and an increase in the number of service requests by 19. The decrease in the number of incidents was influenced mostly by the changes in how calls are documented at After Hours. Prior to the implementation of the ICM electronic data system, After Hours would receive calls and send memos to the VACFSS Child Protection Program. The Child Protection Program would then determine if calls would be screened as “incidents”. After the implementation of ICM, After Hours workers began to document all calls received as incidents regardless of whether VACFSS already had the information. This change in practice resulted in a large spike of incidents recorded with pre-ICM fiscal 2012 logging 403 incidents and post-ICM fiscal 2013 logging 752 incidents. For this reporting period, further changes occurred with ICM again altering After Hours’ practice by sending incidents only if they respond immediately to a call. The vast majority of After Hours calls are now documented as screening memos as was done pre-ICM, thus allowing VACFSS to determine if the calls are coded as incidents, thus accounting for the lower number of reports received.

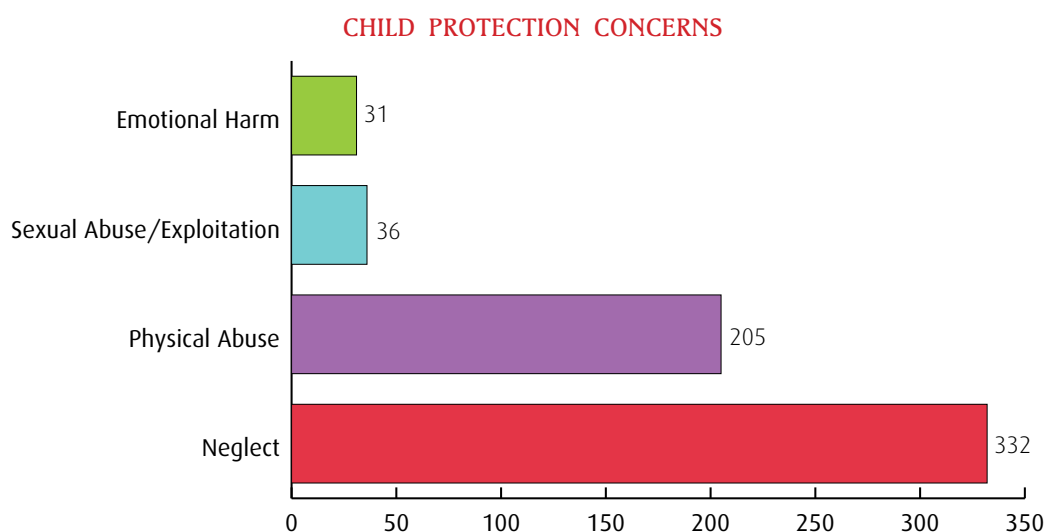
Since the introduction of the Chapter 3 Child Protection Policy and ICM shifts in documentation, each year has had fluctuations in the number of incidents recorded, thus making the multi-year trend difficult to analyze as there have been different ways of capturing data over the years. There are still anticipated changes with ICM documentation. Until all of the changes have occurred and there has been a period of stabilization, there will continue to be fluctuations in the number of incidents recorded annually. In addition there was a total of 1784 After Hours memos sent to the CP Program.

| CHILD PROTECTION PROGRAM ACTIVITY REPORTS | | | | | |
|---|------|--|--|--|--|
| FISCAL YEAR | 2011 | 2012 | 2013 | 2014 | 2015 |
| NUMBER OF INCIDENTS | 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) | 663 (443 OPENED DURING THE YEAR/220 OPEN) |
| SERVICE REQUESTS | | 186 | 173 | 89 | 108 |

Reports of suspected maltreatment of children can be coded as Offer Family Support Services (OSP), Investigation (INV), or Family Development Response (FDR). During the reporting period, 68% of the incidents received were assessed as FDR, 13% were coded as INV, and 0% (a statistically insignificant number) was coded as OSP. OSP is now rarely used to code incidents received requesting family support as Service Requests are the preferred method of coding these calls in ICM. FDR is a protection response that is available when parents are willing to work collaboratively with the social worker in mitigating the safety concerns identified.

Neglect and physical abuse are the largest categories of maltreatment recorded in the 443 incidents received for

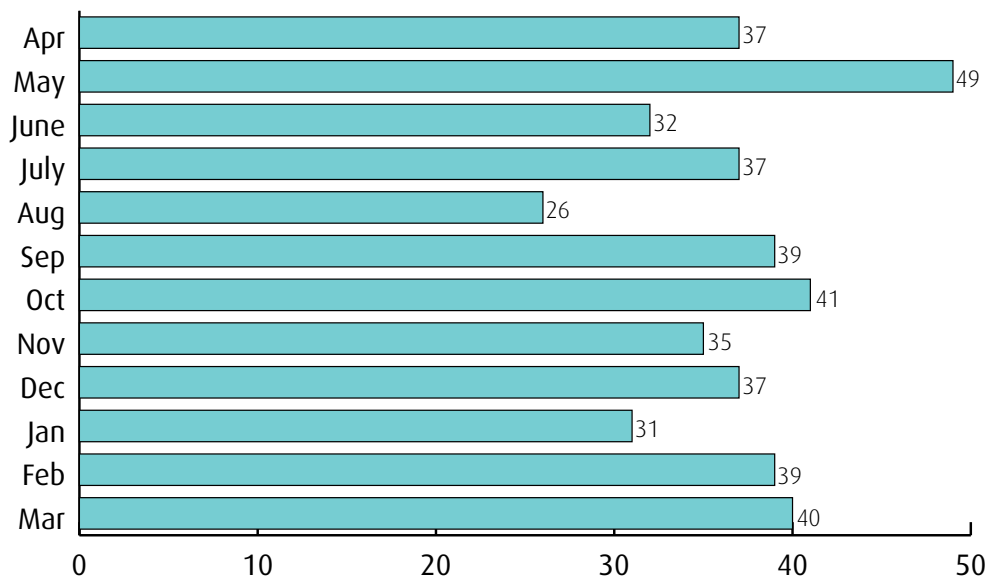
this fiscal period. A breakdown of the Section 13 concerns of the Child, Family and Community Services Act (CFCSA), the legislation that guides child welfare work, indicates that neglect was recorded a total of 332 times as a significant risk factor, followed by physical harm which was recorded 205 times as the second leading risk factor for maltreatment, and then emotional harm which was recorded 36 times, and sexual abuse/exploitation which was recorded 31 times. The category of physical harm is comprised of two groups: allegations that a child may have been physically harmed and allegations that a child was in the home during a domestic violence altercation. Therefore, the category of physical harm ranks higher and is not indicative of children actually being physically injured.



INCIDENTS BY MONTH

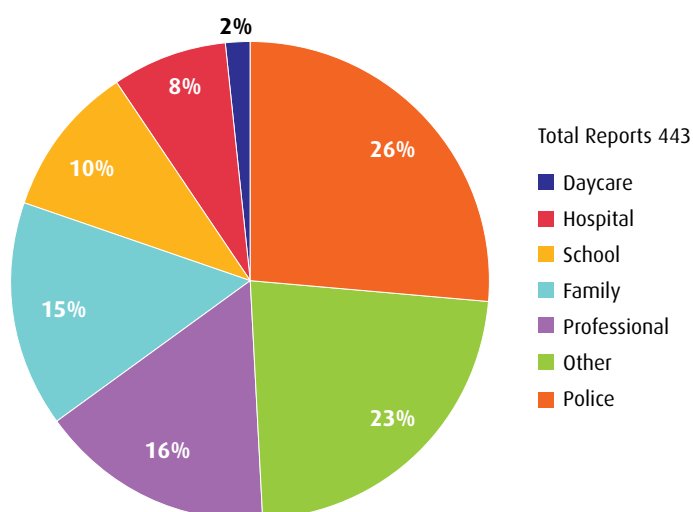
| | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | YEAR TOTAL |
|---------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------------|
| INTAKE FILE (IRI) | 19 | 20 | 17 | 22 | 9 | 24 | 19 | 20 | 19 | 13 | 22 | 26 | 230 |
| FAMILY SERVICE FILE (IRJ) | 7 | 9 | 4 | 6 | 5 | 7 | 12 | 7 | 4 | 6 | 6 | 4 | 77 |
| FAMILY SERVICE FILE (IRK) | 4 | 7 | 1 | 3 | 1 | 3 | 2 | 4 | 6 | 4 | 4 | 2 | 41 |
| FAMILY SERVICE FILE (IRL) | 2 | 7 | 8 | 3 | 8 | 3 | 8 | 4 | 8 | 8 | 7 | 8 | 73 |
| FAMILY SERVICE FILE (IRH) | 5 | 6 | 2 | 3 | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 22 |
| CP TOTAL | 37 | 49 | 32 | 37 | 26 | 39 | 41 | 35 | 37 | 31 | 39 | 40 | 443 |
| AFTER HOURS MEMOS | 125 | 151 | 214 | 133 | 139 | 112 | 144 | 181 | 159 | 134 | 131 | 161 | 1784 |

INCIDENTS: MONTHLY TRENDS



A month to month comparison of incidents received shows an increase during May, September, October, February, and March. A further breakdown of the incidents shows the following categories of reporter type: the police are the highest reporter type; the second highest reporter type is captured as “other”, which consists of anonymous reporters, friend/neighbor, concerned citizens and ex-spouse; the third largest category consists of community professionals including mental health workers, private doctors, counselors, and community based support services; fourth largest category of reporter type consists of family members; followed by schools, hospitals and daycare staff.

INCIDENTS: REPORTER TYPE



INCIDENTS: REPORTER TYPE YEARLY

| REPORTER TYPE | 2013 | 2014 | 2015 |
|---------------|------|------|------|
| POLICE | 181 | 178 | 117 |
| OTHER | 122 | 171 | 102 |
| PROFESSIONALS | 84 | 103 | 70 |
| FAMILY | 114 | 93 | 67 |
| SCHOOL | 63 | 56 | 46 |
| HOSPITAL | 41 | 49 | 34 |
| DAYCARE | 13 | 7 | 7 |
| TOTAL | 618 | 657 | 443 |

Caseload Profile

As of March 31, 2016 there were a total of 452 open files. Of these, there are 261 Family Service (FS) files, a decrease from 523 from the year previous, 131 Child Service Files (CS) files, an increase from the 116 from the previous year and 60 Out-of-Care options files, a decrease from 71 from the year previous. Out-of-Care options files are designated for children not in care who are placed under the various provisions related to alternatives to care, including the Extended Family Plan (Section 8 Agreements), Temporary Transfer of Custody under Section 35(2) (d), and 41(1) (b), and Permanent Transfer of Custody under Section 54.01, of the CFCSA.

The 261 open FS files this reporting period represents a total of 1674 persons served. The decrease in the number of FS files for the current reporting period is due to: 1.) changes with ICM and the ability to register reports and provide services using incidents and service requests

without opening a FS file; and 2.) FS files being closed once a child placed in an Out-of-Care option has a permanent transfer of custody to other under S. 54.01 of the CFCSA.

A demographic breakdown for families served through FS files indicate that there were 45% single parent households, 20% were families who had experienced domestic violence, 72% were families on income assistance, 10% were women experiencing high risk pregnancies, and 28% were High Risk and Complex Cases. There are a total of 74 cases that met the criteria for “High Risk and Complex” cases which represents 28% of all cases 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. The complex cases are managed by senior staff and are distributed amongst 19 family service caseloads.

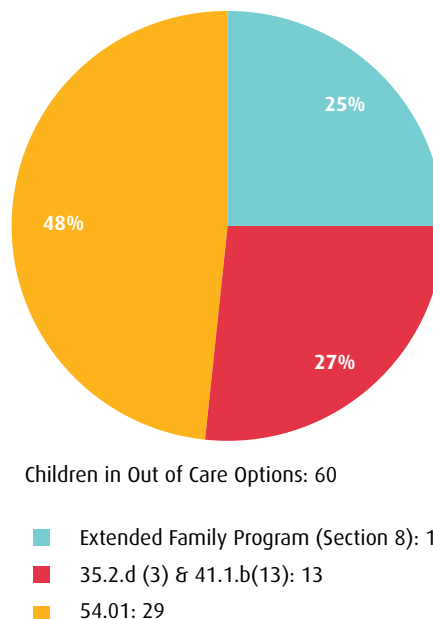
The use of FDR has resulted in more files being closed through the intake function and a net decrease in the number of files being kept open for ongoing service provision as the risk factors have been mitigated through a more collaborative FDR approach. Thus, for the current reporting period 68 case files were transferred from the Intake team to the VACFSS family service teams for ongoing service, and 26 were transferred to other Delegated Aboriginal Agencies and MCFD. An FDR response allows intake to be able to provide services over a longer period of time, as well as through a restorative practice approach in which families are collaborating with the social workers in child safety planning. During the current reporting period a total of 123 case files were closed whereas 125 and 121 case files were closed for the two respective previous reporting periods amongst the child protection teams. The number of closed case files represents families that 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.

One of the key initiatives of the Child Protection program is the use of least disruptive measures and out-of-care/kinship options. The Out-of-Care Options social worker enhances restorative practice by assessing relatives, 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 in care options continues to be a central goal of the child protection program. Currently, both temporary court ordered agreements available under out-of-care options are available for up to two years depending on the age of the child. Once the time frame for out of care options expires, and if the parents are not able to resume care, Section 54.01 allows for the permanent transfer of custody of children to a proposed guardian, with whom the child has a significant relationship and or a cultural connection to, without the need for a continuing custody order. 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.

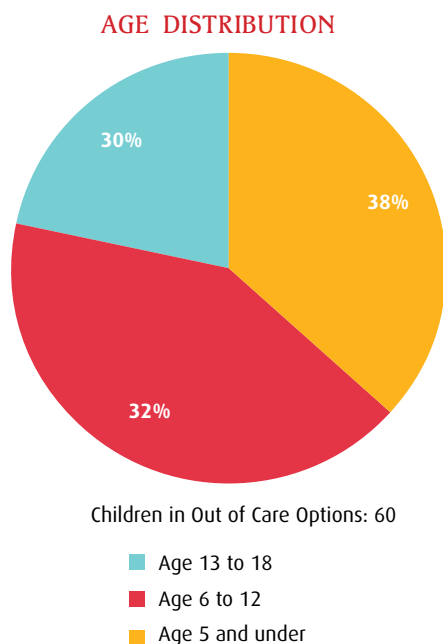
The use of alternatives to care continues to be a key goal. Supporting kinship caregivers in their efforts to address the needs of children provides an opportunity to improve the lives of many children who have already experienced trauma and are at risk of entering the foster care system. For the current reporting period there are 60 children receiving services under the out-of-care options program compared to 71 children the previous year. Of the 60 children, 15 are placed under the provision of Kith and Kin or Extended Family Program (previously known as Child in Home of Relative Program or CIHR), 29 are placed under section 54.01, 16 are placed under transfer or 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 be used as a care alternative. Currently there are 43 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 MCFD.

LEGAL DISTRIBUTION



Children in Out of Care Options: 60

- Extended Family Program (Section 8): 15
- 35.2.d (3) & 41.1.b(13): 13
- 54.01: 29



CHILDREN IN CARE: AGE DISTRIBUTION BY YEAR

| AGE | 2013 | 2014 | 2015 |
|-----------------|------|------|------|
| AGE 5 AND UNDER | 53% | 49% | 58% |
| AGE 6 TO 12 | 32% | 34% | 30% |
| AGE 13 TO 18 | 15% | 17% | 12% |

CHILDREN IN CARE: LEGAL DISTRIBUTION BY YEAR

| | 2013 | 2014 | 2015 |
|--------------------------|------|------|------|
| CONTINUING CUSTODY | 23 | 7 | 8 |
| INTERIM ORDER | 21 | 19 | 29 |
| REMOVAL OF CHILD | 15 | 8 | 7 |
| SPECIAL NEEDS AGREEMENT | 8 | 8 | 7 |
| TEMPORARY CUSTODY | 51 | 61 | 58 |
| VOLUNTARY CARE AGREEMENT | 20 | 33 | 22 |
| TOTAL | 138 | 136 | 131 |

Children In Care

As of March 31, 2016, there were 131 children in care with the Child Protection program. This is an increase from 116 children in care during the last reporting period. There were 22 Voluntary Care Agreements and 7 Special Needs Agreements this year. This number is a slight decrease from last year where there were 33 Voluntary Care Agreements and 8 Special Needs Agreements. During this reporting period 108 children were removed, there were 8 children under a Continuing Custody Order and 25 Child Service files were transferred from the Child Protection program to the Guardianship program. For the previous reporting period 18 files were transferred to the Guardianship Program. A further break down of the 131 child in care (CS) files by age category indicates that more than half of the children in care 58% are between 0 and 5 years of age, another 30% are between 6 and 12 years of age, and the remaining 12% are between the ages of 13 to 18.

Collaborative Practise

The Collaborative Practice team receives a large volume of referrals for facilitated meetings and requests for Elder involvement largely from the Child Protection program as well as other programs across VACFSS. 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. During this reporting period there were a total of 160 conferences. Of the 160 conferences, there were 49 Family Group Decision Making Conferences (FGDM), 18 Integrated Case Management Conferences (ICM), 33 Collaborative Practice Conferences (CPC), and 60 mediations. This year again saw a high use of Aboriginal mediators who were represented in 56 of the 60 mediations (93%).

We continue to increase our capacity to offer cultural support to families served, as well as staff with the addition of Client Elders. Elders facilitate many cultural interventions as well as providing direct client support for those who have experienced complex trauma through systemic racism, Residential schools

the child welfare system, and the impact of unresolved intergenerational grief and loss. For this reporting period, there were 32 Elder referrals. 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 value of elder intervention throughout the case management process. We continually strengthen our knowledge and experience through the use of cultural interventions, cultural training, and client elder support. We value Elder involvement in all aspects of the work as their knowledge and guidance is vital to our restorative practice approach.

During this reporting period we were pleased to have the Elders join the Social Work Delegation training. The social workers and trainers stated how invaluable the Elders contributions were to enrich the learning environment. The Elders expressed how grateful they were to join the training and had a deeper understanding of the practice social workers engage in with families.

Program Achievements

A major achievement of this reporting period was the number of Homecoming Ceremonies that occurred. At the Child Protection program, a Homecoming Ceremony is an honoring of parents perseverance in their healing journey and completing the steps they need to take to have their children return home to their care. This reporting period, 11 families and their children participated in the homecoming ceremony.

| CULTURAL SUPPORT 2015-2016 |
|---|
| 11 HOMECOMING CEREMONIES |
| TOUCHING THE LAND OF OUR RELATIONS CEREMONY |
| ELDER RUN SELF CARE WORKSHOPS |
| LUNCH AND LEARNS |
| BABY CEREMONIES |
| BRUSHING AND SMUDGES OF HOMES FOR FAMILIES |
| FAMILY MEETINGS WITH ELDER PRESENCE – OPENING PRAYER, SONG, GROUNDING THE MEETING |
| ELDER ENGAGEMENT AT COMMUNITY AND PARTNERSHIP MEETINGS |

The Ministry of Children and Family Development has moved to a system of receiving all child protection reports for the Province at one centralized location. VACFSS has opted out of Centralized Screening and continues to directly accept reports from all members of the community. We believe that our social worker practice is grounded in the strong relationships we have built with families, the Aboriginal community and key stakeholders in the City of Vancouver and throughout the Province.

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 and colonization in all its various forms



FAMILY PRESERVATION AND REUNIFICATION SERVICES

Kim Louie, Acting Manager

Provides goal orientated and home based counselling and support services to VACFSS families to address parenting issues that may place their children at risk. The Program operates with C3 Delegation and focuses on client engagement and collaborative planning with families and the other VACFSS programs. Services are based on assessed need and are available to families in the Child Protection, Guardianship and Resources Programs. The purpose of the Program is to:

- Improve parenting confidence and abilities
- Prevent children from coming into care
- Promote safe, timely, and lasting reunification or family connection for children placed out of their homes
- Support families in connecting to their Aboriginal culture to enhance their sense of identity and self esteem

The program consists of Family Preservation and Reunification Services (Counselling, Integrated Response and Therapeutic Response) and Associated Services (In Home Supports, Group Work and Cultural Education events

Family Preservation and Reunification Counselling

Family Preservation Counselors work collaboratively with other delegated programs at VACFSS by providing a range of services to assist families whose children are in care or at risk of coming into care. Services include a Family Functioning Assessment, Child Functioning Assessment, family counselling, crisis intervention, community referrals, and service coordination with other agencies to meet the needs of the family. This includes assisting with concrete needs, parenting skills and education, addressing poverty and financial management, mediating parent-child conflict, and specialized referrals for substance misuse, mental health, domestic violence and anger

management. Other series include assisting families in connecting with cultural practices that promote healing, healthy child development, attachment, bonding and resiliency. Counselors work with individuals for a period of 6-18 months, and service may be extended for families who are actively engaged and working on established goals.

INTEGRATED RESPONSE

The Integrated Response Worker receives referrals from the VACFSS Child Protection Intake Team and assists the Child Protection Worker with safety planning for children deemed at risk of immediate harm. During critical or urgent situations, the Integrated Response Worker provides short term intensive support to families to resolve child protection concerns, prevent further family breakdown service and help families to provide safety and care for their children.

THERAPEUTIC RESPONSE

The Therapeutic Response Counselor receives referrals from VACFSS Social Workers and Family Preservation Counselors and provides clinical counselling services to individuals and families. The intent is to provide complex trauma counselling and therapy to families who have met their goals with their Family Preservation and Reunification Counselor and are ready to explore deeper healing and a more intensive counselling relationship.

IN HOME SUPPORTS

The In home Supports Coordinator receives requests for contracted services from VACFSS Child Protection, Guardianship, and Resource Workers. The requests may include transportation to facilitate family visits between parent/child, access supervision, crisis child minding, doula, home making, household management, and various other services. The In Home Support Coordinator reviews the referrals, assigns the appropriate service provider, and monitors and evaluates the service provision.

GROUP WORK

The Strengthening Families Group is a ten week facilitated program of culturally grounded workshops. It provides parents with education, support and guidance regarding their parenting and provides their children with support to increase social and emotional functioning. 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 to improve relationships. The group is facilitated by respected Aboriginal Elders from the community and incorporates cultural awareness and teachings. This past year, three multi week sessions of Strengthening Families were held with a total of 796 adults and 509 children participating.

The Strengthening Fathers Group is also a ten week facilitated program that provides parenting skills but also provides fathers access to information on education, employment, and the impact of intergenerational trauma on Aboriginal people. The group is designed to assist men in understanding their role as fathers, where they learn traditional teachings of the role, the importance of interacting with their children, and moving beyond multi-generational social issues. The group commences with a shared meal for fathers and children to interact with each other, and then the men support and share in each other's successes by providing mutual aid and assistance. This group is

also facilitated by respected Aboriginal Elders from the community who provide positive mentorship. This year, three multi week sessions of Strengthening Families were held with a total of 437 fathers and 262 children attending.

CULTURAL SUPPORT AND EDUCATION

Our Family Preservation Counselors promote healing through connecting families to cultural supports and promoting cultural identity. This year, Family Preservation Counselors supported cultural connection by:

- Assisting families in finding resources, knowledge, and contacts in their home territories
- Supporting families in having homes cleansed and smudged
- Harvesting traditional local medicines for cleansing and healing
- Finding community ceremonies and events for families to attend
- Attending cultural ceremonies/ workshops and events along with families

CULTURAL EDUCATION EVENTS

are a series of organized workshops in which families served by VACFSS's Child Protection, Guardianship, Resources and Family Preservation Programs participate in cultural activities alongside their assigned workers. The workshops are facilitated by Elders or Knowledge Keepers. The goal is to strengthen working relationships and promote healing and resilience by strengthening connections to culture and community, deepen relationships between families

and their workers, and to increase the ability of workers to offer culturally safe practice. This year's workshops included cedar weaving, drum making and singing, drum painting, wool weaving, beading, making medicine pouches, and silver pendants, family Bone Game, and a group trip to the Museum of Anthropology. This past year, there were 203 participants, a growth of over 100% over last year.

CLIENT SUPPORT ELDER

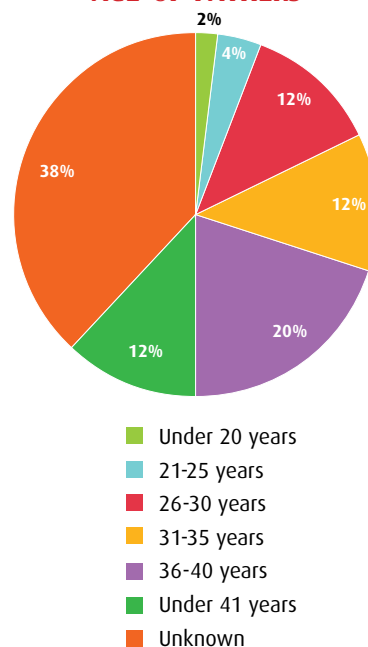
Our respected Elder from the wHaida First Nations, continues to provide families, and our Family Preservation Counselors with cultural support and guidance. Program Elders are employed by VACFSS to support service plans for children and their families by providing cultural counseling, support and guidance to VACFSS families and client related support and consultation to staff. Aside from accompanying Family Preservation Counselors to office interviews and home visits, he attends Family Group Decision making meetings, and also provides invaluable support and education on the Indigenous world, to assist in creating and facilitating bridging with our clients. This past year, he provided specific case support to 13 families, as well as played a role as key facilitator of the Strengthening Families and Strengthening Fathers programs. He also plays a significant role in agency ceremonies, such as the Welcoming Babies, Welcoming Home, and Burning ceremonies and the Cultural Education series.

Family Preservation and Reunification is currently comprised of 22.5 staff which includes:

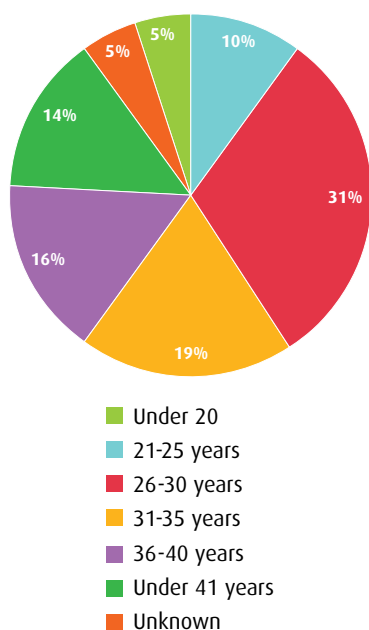
- 1 Program Manager
- 2 Family Preservation Team Leaders
- 12 Family Preservation Counselors
- 1 Immediate Response Worker
- 1 Group Work Coordinator
- 1 In-Home Supports Coordinator
- 1 Client Support Elder
- 1 Supervisor of Administrative Support
- 2.5 Administrative Support Staff

Preservation and Reunification provided 352 families with intensive individual Family Preservation and Immediate Response services. Of these families, 696 adults were active in the lives of 676 children. Of the 696 adults, there 344 Mothers, 198 Fathers, 20 Partners, 91 Grandparents, and 43 Other Relatives caring for children.

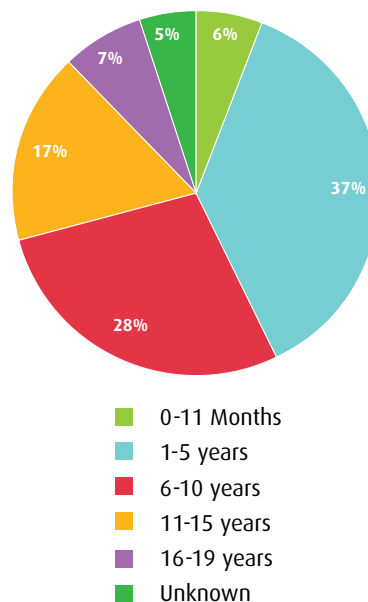
AGE OF FATHERS



AGE OF MOTHERS



AGE OF CHILDREN



TOP RISKS FACING FAMILIES

Based on a count of 352 families served, the referring Social Workers identified the following as priority issues of potential risk to be addressed in service planning:

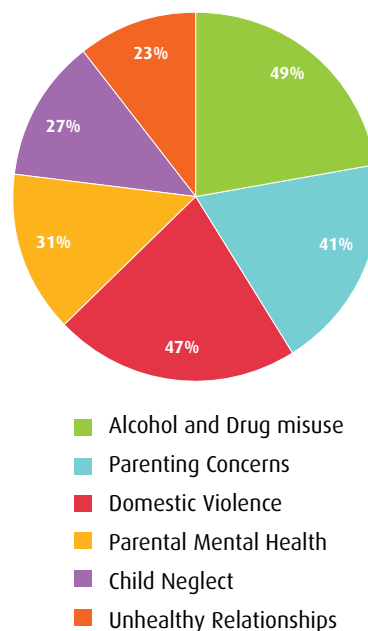
| RISK | PERCENTAGE OF FAMILIES WITH THIS RISK |
|------------------------|---------------------------------------|
| ALCOHOL & DRUG MISUSE | 49% |
| PARENTING CONCERNS | 41% |
| DOMESTIC VIOLENCE | 47% |
| PARENTAL MENTAL HEALTH | 31% |
| HOUSEHOLD MANAGEMENT | 27% |
| CHILD NEGLECT | 23% |

TOP GOALS OF SERVICE

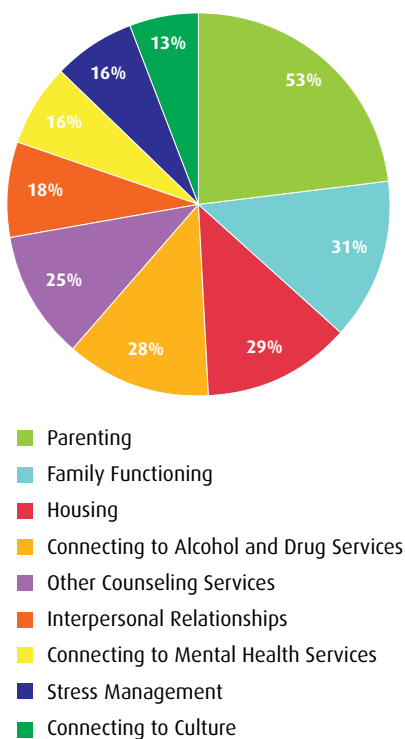
Family Preservation Counselors supported families in working on specific goals during the course of service delivery. Based on a count of 352 families served, the following are the top goals that were addressed in case work:

| GOAL | PERCENTAGE OF FAMILIES WITH THIS GOAL |
|---------------------------------------|---------------------------------------|
| PARENTING | 53% |
| FAMILY FUNCTIONING | 31% |
| HOUSING | 29% |
| CONNECTING TO ALOCHOL & DRUG SERVICES | 28% |
| OTHER COUNSELING SERVICES | 25% |
| INTERPERSONAL RELATIONSHIPS | 18% |
| CONNECTING TO MENTAL HEALTH SERVICES | 16% |
| STRESS MANAGEMENT | 16% |
| CONNECTING TO CULTURE | 13% |

TOP RISKS FACING FAMILIES



TOP GOALS OF SERVICE



REUNIFICATION DATA

At the commencement of Family Preservation and Reunification Services, 1.7% of the children referred for services had recently returned home. Referrals were made to provide follow up and ongoing support in keeping their children home.

During the service period, 12% of the children had returned to their family's care with the assistance of the Family Preservation Counselors.

FAMILY DAY PROGRAM

Family Services of Greater Vancouver provided a group facilitated day program for a maximum of 8 families referred by VACFSS Social Workers. Services include parent education and skill building in parenting strategies designed to increase competence and confidence in parents. Components include traditional Aboriginal parenting, parent education of child development and age appropriate expectations, teaching activities that enhance child development and improve parent/child interaction, teaching/modeling behaviour management strategies and techniques, problem solving for parents and children, anger and stress management, household management skills, strengthening social support and self care and building communication skills.

THERAPEUTIC COUNSELLING FOR CHILDREN

The Pace Program provided 328 hours of service for specialized therapeutic intervention provided as an adjunct to individual family counseling services. Referrals were made in consultation with the delegated VACFSS worker, and supports children with significant emotional and behavioural challenges.

CHILD AND YOUTH INTERVENTIONS

Watari Research Associates provided 1290 hours of service for youth, with multiple high risk behaviour. They assisted in the development of goal orientated service plans, provided intensive intervention for up to 10 hours per week per child, promoted the development and reinforcement of social and life skills and connected our children to support services, specialized services and group intervention.

MENTORING

Big Sisters of BC, Lower Mainland provided one to one mentorship for 9 female children and youth, with a one year time commitment with an average of 4 hours individual service every two weeks. Children and youth receive one-to-one support, assistance, advocacy and guidance through relationships with screened, trained and supported volunteer adult mentors. The goal of the mentoring relationships is to assist children and youth to grow into capable, confident and contributing individuals.

SUPERVISED VISITS AND HOMEMAKING

In partnership with the Pacific Association of First Nations Women (PAFNW) and the Network of Inner City Community Services Society (NICSS), families and children in the child welfare system were provided with court ordered support to visit their children in a supervised setting. The service promotes the key role families play in the lives of their children by maintaining connection and safety. These partner agencies also provided VACFSS clients with homemaking to support families to assist with household tasks and/or modeling and teaching of home management skills. The service supports, maintains and improves family functioning and/or assist in preventing institutionalization of another form of out of home care. The service is one component of an integrated service plan agreed by the case workers and may include services such as emergency or interim childcare, assistance with concrete tasks such as housekeeping, cleaning and meal prep or skill based training focusing on home management and parenting skills. This past year, supervised visits and transportation was provided to 360 families, and homemaking was provided to 221 families.

DOULA SERVICES

Drake Medox Health Services provided support to 71 new mothers, with a specialization in home education and support to transition from pregnancy to parenthood. They provided emotional and educational support, mother care and companionship, breast feeding support, infant care guidance, sibling care and information on community services.



ACCOMPLISHMENT

It has been a challenging year, with the departure of the Family Preservation and Reunification Manager who assumed the role of Child Protection Manager and with two of the Team Leaders transitioning into other positions in the agency, however, the program remains stable and effective.

- The employee turnover rate is declining, as a result of the Family Preservation Counselors receiving and requiring C3 delegation, and equalization and wage parity with other agency delegated staff
- Equalization has enabled the Family Preservation and Reunification program to focus on developing integrated, holistic, culturally responsive services and further development of prevention and support services
- The Cultural Education series has increased participation of over 100% with further plans for expanded workshops, and in partnership with other VACFSS programs
- The Strengthening Families and Strengthening Fathers programs have had a significant increase in participation.
- The curriculum finalization of the new Strengthening Relatives program will be shortly completed with the pilot delivery planned for September 2016

GOALS FOR THE UPCOMING YEAR

- Delivery of a weekly Strengthening Relatives Program
- Expanded Cultural Education workshop offerings with increased participation and referrals from the Child Protection, Resources and Guardianship programs
- Review of contracted services, and exploration of alternative models of service delivery
- Development of a High Risk Pregnancy Best Practice Committee to work at enhancing our preventative services to substance using mothers
- Providing joint training between Family Preservation, contractors and Child Protection staff on various topics impacting families to strengthen practice knowledge and how to more effectively deliver services
- Begin program research for the VACFSS Best Practice Conference

In closing, I would like to thank Anju Sohal for her leadership in managing the Family Preservation and Reunification program for the past 3 years, and her significant contribution in supporting staff, strengthening relationships amongst program areas, and increasing accountability in service delivery to our children and families.

All My Relations,

Kim Louie



RESIDENTIAL RESOURCES

Donald Robertshaw, Manager

The Residential Resources 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 VACFSS staff for their 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 and children in care continuing with and enhancing relationships with their parents and families.

Our inter-program collaboration includes: Integrating Our Practice meetings, guardianship/child protection and resources child placement review meetings, integrated case management meetings, child specific specialized contract review meetings, and staff training. 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. Resources Program staff continues to systematically provide assessments, supports, trainings and contracted services for our foster parents. This collaborative practice has contributed towards reducing the number of children's unplanned moves within the care system from 53 children (2014-15) to 29 children (2015-16).

The Resources Program continues to provide residential services for over 406 children in care (2015-16 average number) and 87% of these children are living with foster families. To contrast this number, the Ministry of Children and Family Development (MCFD) in Vancouver & Richmond has 74% of children in care living with foster caregivers. To strengthen the VACFSS foster caregiver network, recruitment strategies have been focused on increasing foster caregivers, especially Aboriginal caregivers, for infants, sibling groups, and children with emotional & behavioural challenges.

Family and cultural connectedness for our children continues with implementing and/or funding the following activities: Honouring Our Babies – First Year Ceremony, Foster Parent Summer Cultural Camp, Federation of Aboriginal Foster Parents, and Hollyburn Family Services with foster caregiver training and cultural training/activities for over 219 foster caregivers.

VACFSS' partnerships remain strong for proactively supporting our caregivers to provide improved positive 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, and foster caregiver recruitment, including foster caregiver SAFE home studies. The other resource social work teams are dedicated to supporting and monitoring foster homes and staff specialized resources (contracted skilled full-time caregivers with extensive support services and staffed group homes). The Program's 2015-2016 funding was \$15,130,342.

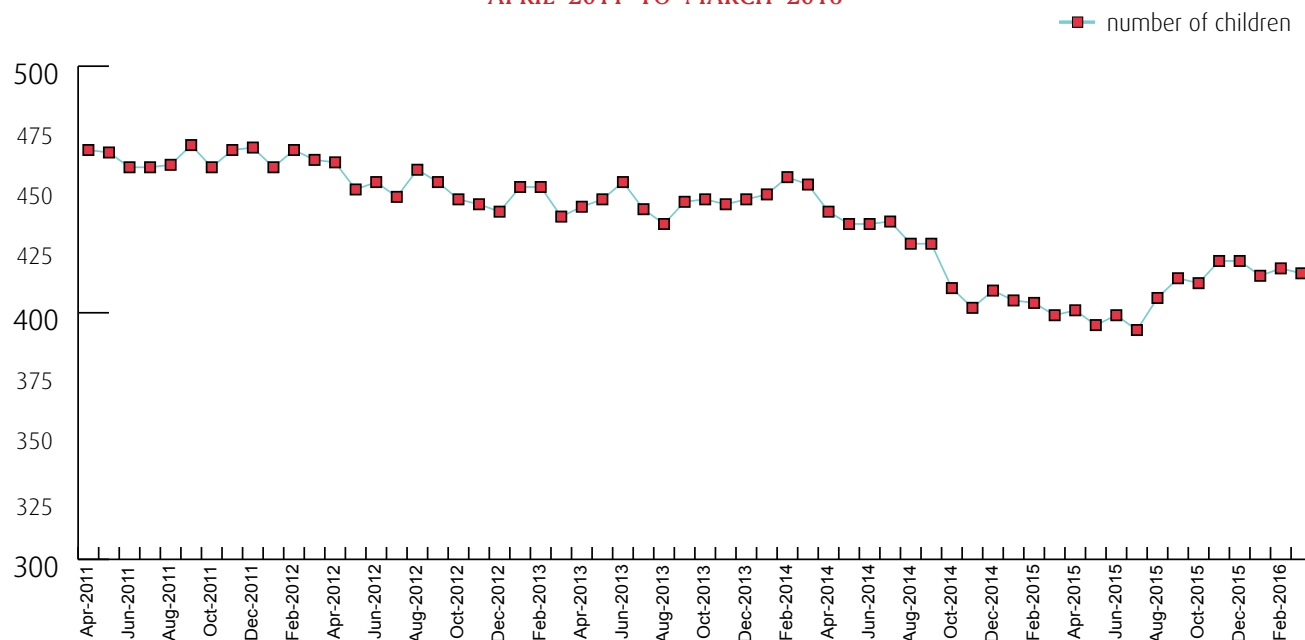
and an additional \$706,905 from shared resources from MCFD. The expenditures were \$15,496,783 (Source VACFSS Financial Statement March 31, 2016, Expenditure to be added and in alignment with Auditor's Report).

The 15 to 18 year old group has decreased from 144 children (2010-11) to 90 children (2015-16). The 14 to 10 year old age group has increased from 78 (2010-11) to 108 (2015-16). The 5 to 9 year old group has increased from 78 children (2010-11) to 121 children (2015-16). The 0 to 4 year old group has decreased from 116 children (2010-14) to 97 children (2015-16). The infant group

(0-12 months old) has gone up and down over the years and remains relatively constant at 19 infants (2015-16).

The percentage of children in care residing with foster caregivers is 87% which has been consistent over the last six years. Monthly averages for children residing in the following care situations has been relatively constant with the exceptions of children residing in child specific specialized placements, children in staffed group home care (17 children), foster placement in other provinces (6 children), children on independent living (7 youth), and children living with family or friends (11 children). The number of children in child specific

VACFSS CHILDREN IN CARE OVER TIME: APRIL 2011 TO MARCH 2016

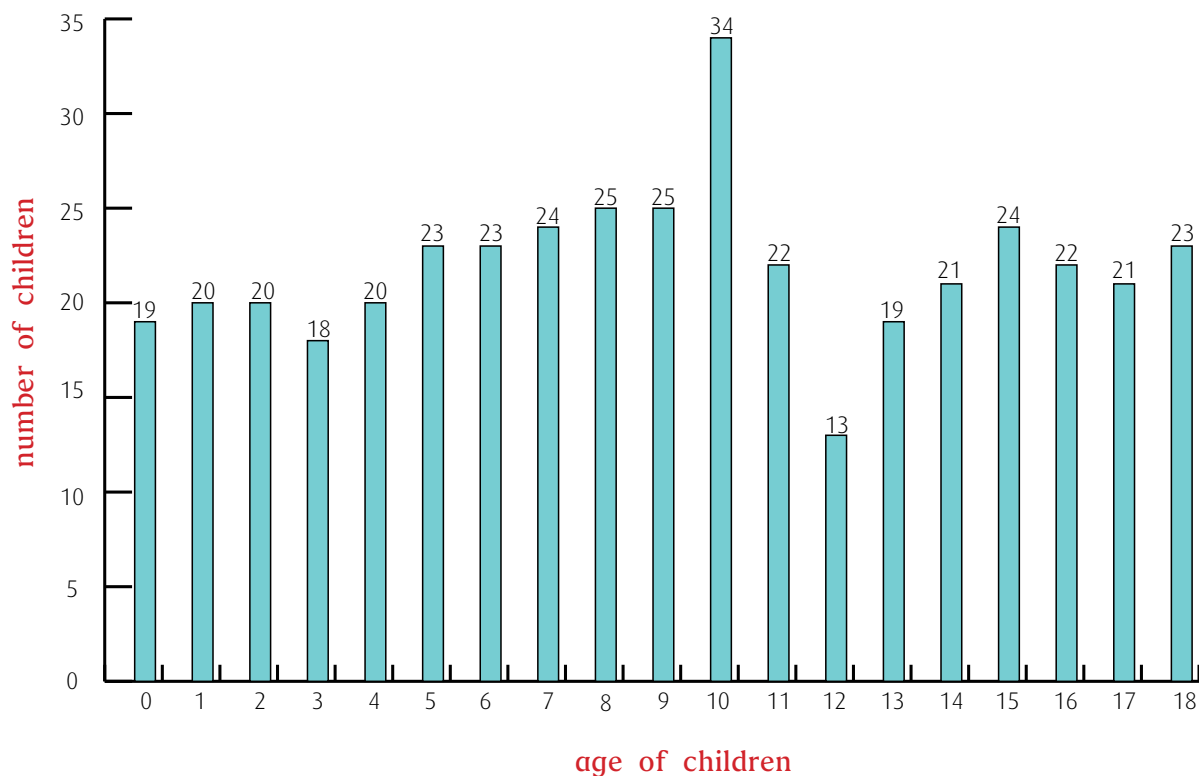


The average number of children in care has decreased over the last 5 years, from 489 (2010-11) to 406 (2015-16).

placements is on the rise from a monthly average of 8 children (2010-11) to 14 children (2015-16). This increase is due to a number of children who cannot be served within the VACFSS and MCFD foster care networks (including, children under 12 years, sibling groups, and health fragile infants) who have significant behavioural, mental health, medical, or developmental challenges.

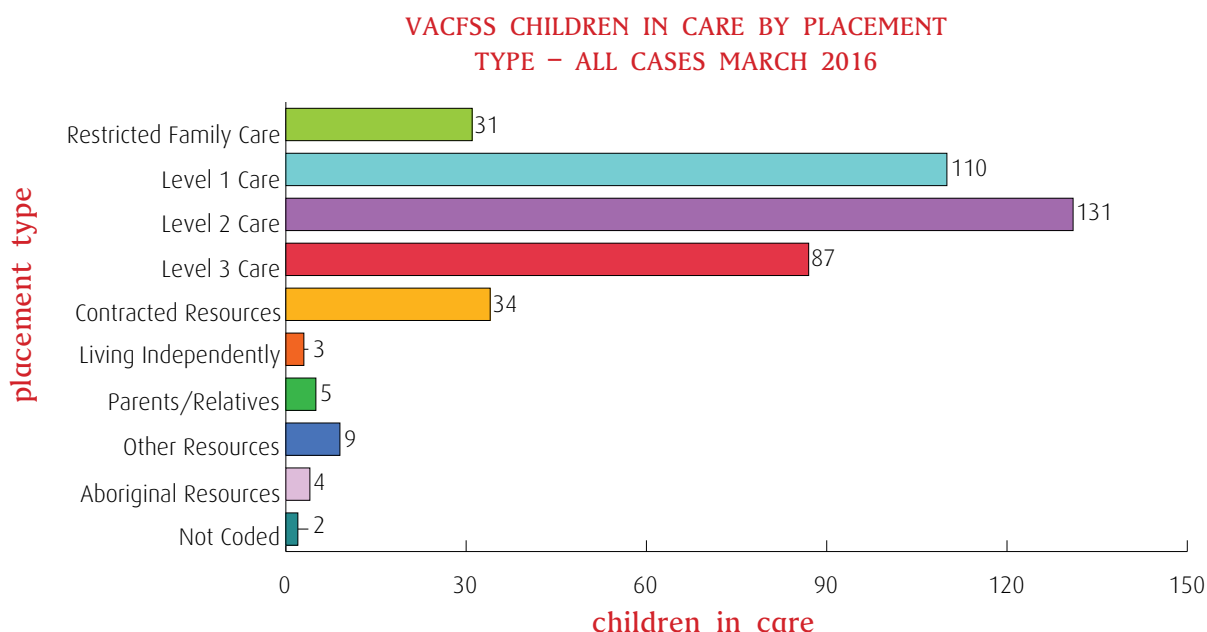
The numbers of restricted foster homes (family or significant others to the child placed) has decreased moderately over the last six years from a high of 32 homes in 2012-13 to 24 homes in 2015-16. The total numbers of children in restricted foster homes has decreased from 36 children in 2012-13 to 24 children in 2015-16. This reduction is due in part to the child protection program using the Out Of Care options to support children who require placement outside their parental homes. Another factor is that some of the restricted foster homes have been converted to specialized foster homes to care for non-relative children.

VACFSS CHILDREN IN CARE BY AGE: MARCH 2016




The VACFSS care service providers remain committed and responsive with 189 foster caregivers. The skill level of the foster caregivers, as indicated through the “Levels of Care System”, remains evenly distributed with between 44 to 57 foster caregivers in each level. The specialized foster homes consists of three levels: level one (new foster caregivers) to level three (caregivers with significant experience with children with significant emotional, behaviour and physical care needs).

The Program facilitated 171 child placements (2015-16) which is up from 145 child placements in 2014-15. There are varied results in the child placement by age groups. There was an increase with child placements by age groups from 95 children (0-11 yrs.) in 2014-15 up to 122 children (0-11 yrs.) in 2015-16. The number of children aged 12 to 18 years of age has decreased from a high of 76 child placements in 2011-12 to 49 child placements in 2015-16.



The numbers of unplanned child moves due to medical specialised care, caregiver capacity limitations, protocol investigations, and foster home closures has decreased from 46 child placements in 2013-14 to 29 in 2015-16.

The collaborative planning consultations and caregivers’ commitment to placing siblings together has resulted in 22 sibling groups (two or three children) out of 28 sibling groups being placed together during the reporting period.



Foster caregiver 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. VACFSS resource clinical supervisors and social workers continue to use a structured tracking tool to ensure that all essential tasks are completed, such as contract management, criminal record checks, home visits, annual reviews, annual recordings, and safety check lists. This approach has identified that several foster homes require additional support, such as in home relief and specialized support for children who have behavioral and mental health issues. The need for enhanced planning and support for foster parents to increase the child's contact with their parents, family and community was also noted.

VACFSS contracted with partners to provide training opportunities for foster caregivers. 165 foster caregivers participated in cultural activities such as Traditional Storytelling, Two Spirited Traditions, and Pow Wows in 2015-16. VACFSS Foster caregivers are provided with pre-service training, core caregiver education, and specialized training.

The Dave Pranteau Aboriginal Children's Village (located in East Vancouver) continues to provide safe and community housing with 10 foster caregiver suites and 3 youth suites. Hollyburn Family Services, who is the tenant in the Village, continues to use this space for a "foster caregiver learning/support HUB". Workshops, community kitchens, ceremonies, and cultural events are 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 services to foster caregivers: foster caregiver support workers, registered clinical counselors, specialized training, support groups, and cultural activities. In addition, Vancouver Coastal Health, Foundation Program has been extremely helpful with supporting foster caregivers who have children with mental health and suicidal ideation. Milieu provides support to foster caregivers who have children affected by alcohol and drugs.

Foster caregiver recruitment, and in particular Aboriginal foster caregiver recruitment remains as a priority for VACFSS. The recruitment social workers have engaged the Vancouver community at over 10 significant events during 2015-16. A

special focus also included recruitment for foster caregiver applicants who can foster infants, infants with special needs, sibling groups of 3 or more, and provide care for children with special needs (significant mental health and development challenges). The rate of foster caregiver applications has remained relatively stable at 40 in 2015-16. The number of new foster homes has increased from 12 in 2014-15 to 19 (5 Aboriginal and 14 Non-Aboriginal foster homes) in 2015-16.

PROGRAM ACHIEVEMENTS AND GOALS

- Continue to enhance foster caregiver recruitment to target Aboriginal applicants as well as non-Aboriginal foster caregiver applicants (including placements for special needs children)
- Continue to focus on foster caregiver retention and capacity building
- Continue to implement the Inclusive Foster Care planning and monitoring system
- To retain Staff mentoring, support training and supervision
- Increased and maintain inter-program child focused 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
- Continue to monitor expenditures to respond to budget limitations and advocacy for more funding
- Continue to ensure that all residential paid vacancies are utilized

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

Program Overview

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 care plans with an emphasis on connection to family, culture and community. Our team of 15 social workers, 3 team leaders, a Guardianship Consultant, and the Lifelong Connections Worker 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 positive Aboriginal identity and a strong vision for their future.

A database has been in place for six years now to demonstrate the outcomes of our youth leaving care, and the strengths and challenges that our children and youth face along their care journey. The database allows us to develop an evidence-based framework for our practice and ensure that our practice and initiatives are representative of the needs of our children. It also places an emphasis on understanding how our practice in the moment has long-term implications for our children and youth.

This year the guardianship program provided oversight and support for 292 Aboriginal children and youth. While the total number of children in continuing care has gradually decreased since 2008 when VACFSS assumed child protection services, the slight increase from last year reflects sibling groups being transferred from our child protection team, and guardianship holding files for children who were approved for adoption under the VACFSS Permanency Planning Framework.

The number of our children eligible for formal Indian Status has been decreasing due to confines of the Indian Act (13% decrease). Our children remain affiliated with nations, by formal status or family lineage. The majority of our children are represented by nations in BC (51%), with Alberta, Saskatchewan, Manitoba and Ontario following in order of decreasing representation.

DATABASE INFORMATION

This report reflects the data of youth that left care in 2015, and comparison data against the previous five years. This year, 26 young people aged out of care and into community.

The information gathered reflects the diversity of our children and youth's lives as they journey through the care system and the complexity of the work undertaken by our social workers, and by those in the child and youth's circles that surround them.

The following charts offer a six-year comparison of relevant information:

Upon analyzing the information gathered for 2015, some significant data should be noted. This year saw an increase in children graduating with high school diplomas and leaving certificates. 69% of our cohort achieved this goal, an increase of 12% from last year. This reflects the program's emphasis on education, and the importance of our youth having key life skills as they journey out of care.

The average number of moves while in care for this group of children was 6, a reduction from the year before of 8.2. Children that graduated high school or completed 12 consecutive years of schooling had a lower number of moves while in care (4). Other notable data showed an increase in participation with culture as they leave care, and youth having strong family connections as they aged out of care.

NUMBER OF YOUTH LEAVING CARE

| YEAR OF AGE OF MAJORITY | YEAR OF BIRTH | NUMBER OF YOUTH/FILES | NUMBER OF YOUTH/FILES | INDIAN STATUS | CLBC ELIGIBILITY |
|-------------------------|---------------|-----------------------|-----------------------|---------------|------------------|
| 2010 | 1991 | 32 | 32 | 29 (91%) | N/K |
| 2011 | 1992 | 40 | 40 | 36 (90%) | 14 (35%) |
| 2012 | 1993 | 38 | 38 | 32 (84%) | 10 (26%) |
| 2013 | 1994 | 24 | 24 | 21 (88%) | 4 (17%) |
| 2014 | 1995 | 33 | 33 | 28 (85%) | 13 (39%) |
| 2015 | 1996 | 26 | 26 | 19 (73%) | 9 (35.8%) |

AGE OF YOUTH ENTERING CARE

| YEAR | < 1 YR | 1 - 4 YRS | 5 - 7 YRS | 8 - 11 YRS | 12 - 14 YRS | 15 - 16 YRS |
|------|-----------|-----------|-----------|------------|-------------|-------------|
| 2010 | 8 (25%) | 14 (44%) | 4 (13%) | 6 (19%) | 0 | 0 |
| 2011 | 16 (40%) | 11 (28%) | 8 (20%) | 0 | 2 | 3 |
| 2012 | 16 (42%) | 14 (37%) | 6 (19%) | 1 (3%) | 0 | 1 |
| 2013 | 5 (20%) | 8 (33%) | 7 (29%) | 2 (8%) | 2 | 0 |
| 2014 | 10 (30%) | 15 (45%) | 1 (.03%) | 7 (21%) | 0 | 0 |
| 2015 | 9 (38.5%) | 7 (27%) | 5 (19%) | 2 (.08%) | 2 | 1 |

EDUCATIONAL LEVEL ACHIEVED AT DISCHARGE

| YEAR | GRADE 12 (DOGWOOD) | LEAVING SCHOOL CERTIFICATE | GRADE 11 | GRADE 10 | LESS THAN 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%) | - |
| 2015 | 12 (46%) | 6 (23%) | 6 (23%) | 1 (4%) | 1 (4%) |



LIFELONG PLANNING

This year saw an on-going commitment to permanency planning for our children and a greater focus on reducing the number of continuing custody orders through structured rescindment planning, 54.1 planning, and child specific adoption plans (completed by MCFD partners). Permanency plans were developed and moved forward in the best interest of the child and in partnership with family and community. Our plans were diligently tracked as we navigated returns to family, or formalizing all ready established kinship ties.

CULTURE

This year continued to see strong cultural initiatives and connections for our children in care. Supported by our Lifelong Connections Coordinator 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, Alexis Band, Moricetown, Bella Bella, Gitxaala, Namgis First Nation, Mount Currie band, Lillooet Nation, and additional communities on traditional Cost Salish territories.

We have also engaged in initiatives to strengthen our relationships with children's home communities and honour their voices in planning. This winter we hosted the Wet'suwet'en people to engage in a discussion of their children's care plans and planning. Our staff and children were first invited to their annual feast, where children met extended families, clan

members and engaged in protocol. Following this, VACFSS hosted them in two days of meetings to review care plans and permanency planning for their member children in our care. This initial dialogue has resulted in several permanency plans moving forward, the strengthening of family relationships for our children, and a shared vision for the children's future.

Youth are also aging out with a stronger connection and engagement with culture. This is in part due to the CRUW program's integration into the Guardianship program, where the majority of youth aged 12-15 have been through the program, establishing a foundation of cultural engagement and positive Aboriginal identity in early adolescence.

The program engaged in several local cultural initiatives for our children and youth this year as well including Canoe journeys, rock painting, drum painting, dream catcher 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.

STAFF DEVELOPMENT

Guardianship continues to be well supported by a senior staff team. Our team continues to be invested in the growth and development of the program, and actively engaged in training, participating in new initiatives and dedicate incredible energy to walking along side our children as they journey through care. Our team leaders continue to engage in child protection

delegation training to aid in their leadership and direction of complex cases. We continue to send key staff to adoption delegation training to build capacity in permanency planning, and have formalized our partnership and mentorship with the MCFD adoption team. This year, our staff participated in a team day on traditional Squamish Territory. Social workers continued to develop their skills by attending training sessions on trauma informed practice, lifelong planning, and working with children with FASD.

YOUTH ENGAGEMENT

The Guardianship program continues to promote active, meaningful youth engagement to create a sense of belonging and positive identity for the young people we serve.

This year, our children and youth participated in the Honouring the Journey of our Youth Ceremony, the CRUW program, rock painting and paddle painting. The youth advisory hosted the fifth annual youth conference titled 'Proud of our Voices'. 65 youth came to celebrate culture, engage in activities, and be inspired by presenters who had experienced the care system and overcome adversity.

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 Kamloops to witness a protocol signing with their local DAA and attend the Kamloopa Pow Wow.



They also attended a UN Convention on the Rights of the Child Conference in Moncton, New Brunswick, which allowed them to ground their thinking in rights based language and framework. This, and their growing identity of young Aboriginal leaders, was their foundation for their presentation in Australia at the 'Third Annual International Indigenous Social Work Conference'. In the fall,

they continued their advocacy agenda at the launch of BCGEU's 'Choose Children' campaign where again they highlighted the framework of a care system that would genuinely represent their needs and voices as Aboriginal young people. They are excited about their upcoming work plans, which include aligning their work with the board objectives, continuing to strengthen their partnerships with the

Representative for Children and Youth (RCY), the Vancouver Foundation, and the Legal Education Centre, and to begin to engage in the Guardianship research agenda this summer. 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 care.

FINANCE REPORT

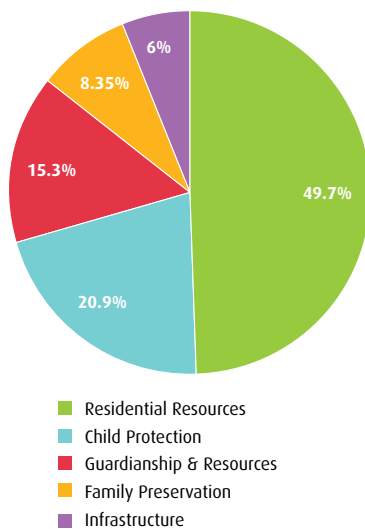
Bernadette Spence, CEO

Revenue

The Society is funded by the Ministry of Children and Family Development (MCFD). For the year ended March 31, 2016, total funding was consistent with the prior four years at \$30.6 million. This funding is provided pursuant to five distinct service contracts, with specifically allocated funding as follows:

| FUNDING | |
|--------------------------|----------------------|
| RESIDENTIAL RESOURCES | \$ 15,214,057 |
| CHILD PROTECTION | \$ 6,398,086 |
| GUARDIANSHIP & RESOURCES | \$ 4,670,338 |
| FAMILY PRESERVATION | \$ 2,527,304 |
| INFRASTRUCTURE | \$ 1,821,658 |
| TOTAL FUNDING | \$ 30,631,443 |

Total 2016 Revenue



Expenditures in excess of current year revenue, but required to fulfill the obligations of the service contracts, are funded by each program's efficiencies accumulated over past years. Across all programs, after inter-fund transfers and miscellaneous revenues, the total deficit for the year ended March 31, 2016 was \$312,733 (2015 - \$283,031).

Funding Position

INFRASTRUCTURE

Infrastructure is underfunded. As a percentage of total principal funding revenue, it is approximately 6%, which is far below the standard for non-profit organizations. The industry generally allows for general and administrative costs of up to 10% while still rating highly for efficiency. This underfunding is evidenced by the deficit of \$240,240 (2015 - \$218,042).

GUARDIANSHIP AND RESOURCES

Guardianship and Resources is also underfunded. The deficit in the current year was \$224,732 (2015 - \$144,062).

RESIDENTIAL RESOURCES

In the current year, Residential Resources carried forward a deferred contribution of \$424,703 for use in future periods. The funding formula for Residential Resources is based on 432 children in care (CIC's) at a cost of \$27,876 per year. In reality, the costs of providing service for a CIC are highly volatile, depending on the CIC's needs. For example, one CIC requiring a child specific placement may require as much as \$135,600 annually. The number of children requiring such intensive care is increasing. Due to this volatility, and trend toward increasing numbers of child specific placements, Residential Resources preserves any unexpended resources in a given year for use in future years. This is a prudent practice to avoid being unable to meet such essential needs in the future.

In addition, VACFSS staff are utilizing more out-of-care options for children where appropriate. This is more restorative, less disruptive and, in the end, more cost effective than placing

children in care. The number of children benefiting from out-of-care maintenance has increased from an average of 20 in 2008 to an average of 67 in the current year. Funding for out-of-care maintenance has been consistent at \$357,000 for the past five years, while costs steadily increase. In the current year, such costs totaled \$557,798. Out of care maintenance is delivered through the Child Protection program.

FAMILY PRESERVATION

In the current year, Family Preservation had a small deficit of \$16,860 (2015 – nil).

CHILD PROTECTION

Child Protection had unexpended resources in the current year of \$169,099 (2015 – \$79,073). These arose largely due to a significant

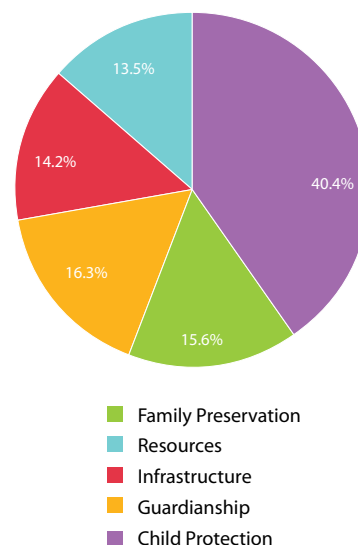
number of staff vacancies in this program during the fiscal year.

The Society will continue to work with MCFD to ensure that there is adequate funding to deliver the essential services the Society provides; to build capacity for enhanced or extended programming in the future; and to fund general, administrative, and capital expenditures.

Staffing

The Finance team is currently comprised of four full-time employees, including a Senior Accountant who leads the team. The finance function has also received support from external consultants during this fiscal year. This group supports a total organizational structure of 141 funded Full Time Equivalents (FTE's).

2016 Funded Fte's

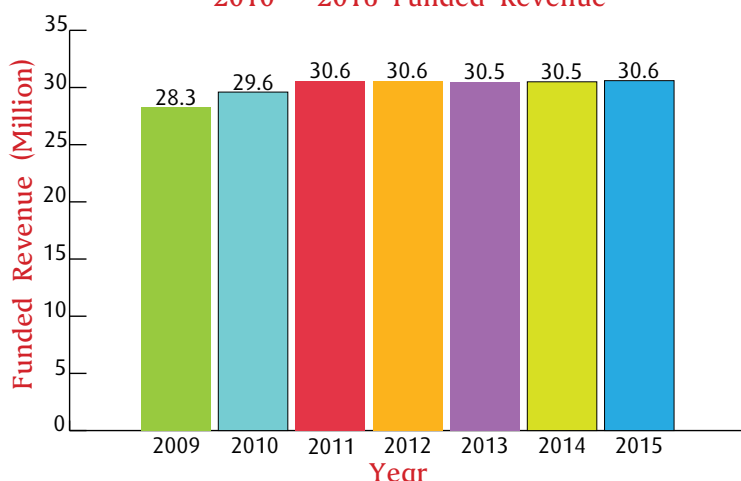


Audit

Once again this year, the Society's audit was successfully completed by Enns and Company. The auditor's report and Audited Financial Statements form part of this Annual Report, and can be found on page [xx].

Enns and Company have also provided a letter of recommendations to management which has been reviewed and will be implemented as appropriate. The recommendations were minor and did not cause concern to management. Rather, they will serve to strengthen the Society's already robust processes and policies.

2010 - 2016 Funded Revenue





AUDITOR'S REPORT

Enns and Company

VANCOUVER ABORIGINAL CHILD
AND FAMILY SERVICES SOCIETY
FINANCIAL STATEMENTS
MARCH 31, 2016 AND 2015

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

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MARCH 31, 2016 AND 2015

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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, 2016 and 2015, 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.

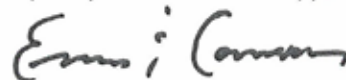
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or 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, 2016 and 2015, 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.



ENNS & COMPANY
Chartered Professional Accountants

Burnaby, B.C., Canada
June 7, 2016

Page 1.

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2016 AND 2015**

| | 2016 | 2015 |
|---------------------------------|--------------|--------------|
| ASSETS | | |
| CURRENT | | |
| Bank (Note 3) | \$ 1,333,065 | \$ 1,122,475 |
| Short term investments (Note 4) | 6,041,936 | 5,936,800 |
| Accounts receivable | 187,382 | 114,019 |
| GST refundable | 71,474 | 66,841 |
| Prepaid expenses | 72,082 | 148,630 |
| | 7,705,939 | 7,388,765 |
| SECURITY DEPOSITS PAID | 45,201 | 21,572 |
| CAPITAL ASSETS (Note 5) | 288,210 | 311,961 |
| | \$ 8,039,350 | \$ 7,722,298 |

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, 2016 AND 2015**

| | 2016 | 2015 |
|--|--------------|--------------|
| LIABILITIES | | |
| CURRENT | | |
| Accounts payable and accrued liabilities | \$ 1,160,095 | \$ 984,435 |
| Payroll liabilities | 327,577 | 334,409 |
| Withholding and other payroll taxes | 3,504 | 2,537 |
| Deferred contributions (Note 6) | 852,352 | 744,870 |
| Due to MCFD - net | 1,996,552 | 1,642,329 |
| | 4,340,080 | 3,708,580 |
| DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 7) | 70,583 | 72,298 |
| | 4,410,663 | 3,780,878 |
| NET ASSETS | | |
| NET ASSETS INVESTED IN CAPITAL ASSETS (Note 5) | 217,627 | 239,663 |
| INTERNALLY RESTRICTED - CAPITAL ACQUISITION | 1,762,641 | 1,762,641 |
| UNRESTRICTED (Page 4) | 1,648,419 | 1,939,116 |
| | 3,628,687 | 3,941,420 |
| | \$ 8,039,350 | \$ 7,722,298 |

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, 2016 AND 2015

| | Pages # | Revenues | Expenses | Inter-fund Transfers | Surplus (deficit) for year | Surplus transfer/ Deficit recovered | Ending Surplus (Deficit) |
|----------------------------|------------|---------------|-----------------|-------------------------|----------------------------------|--|--------------------------------|
| RESTRICTED | | | | | | | |
| Guardianship and Resources | 16 - 17 | \$ 4,698,997 | \$ (4,877,026) | \$ (46,703) | \$ (224,732) | \$ 224,732 | \$ - |
| Residential | 20 - 21 | 15,496,783 | (15,496,783) | - | - | - | - |
| Family Preservation | 22 - 23 | 2,707,450 | (2,629,751) | (94,559) | (16,860) | 16,860 | - |
| Child Protection | 24 - 25 | 6,510,182 | (6,346,403) | 5,320 | 169,099 | (169,099) | - |
| | | \$ 29,413,412 | \$ (29,349,963) | \$ (135,942) | \$ (72,493) | \$ 72,493 | \$ - |
| <hr/> | | | | | | | |
| Infrastructure (See below) | 18 - 19 | \$ 2,054,972 | \$ (2,431,154) | \$ 135,942 | \$ (240,240) | \$ 240,240 | \$ - |
| <hr/> | | | | | | | |
| TOTAL | | \$ 31,468,384 | \$ (31,781,117) | \$ - | \$ (312,733) | \$ 312,733 | \$ - |

| | 2016 | 2015 |
|--|--------------|--------------|
| UNRESTRICTED - Infrastructure | | |
| Balance, beginning of year | \$ 1,939,116 | \$ 530,202 |
| Internally Restricted funds transfer | - | 1,644,175 |
| Infrastructure program deficit for year | (240,240) | (218,042) |
| Restricted program deficits recovered (Note 11) | (72,493) | (64,989) |
| Net assets invested in capital assets | 22,036 | 47,770 |
| Balance, end of year | \$ 1,648,419 | \$ 1,939,116 |

The accompanying notes are an integral part of these financial statements

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**ENNS &
COMPANY**

Our Children, Our Future, Our Responsibility

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED MARCH 31, 2016 AND 2015

| | 2016 | 2015 |
|--|---------------|---------------|
| FUNDING REVENUES | | |
| Provincial government contributions - Principal funding | \$ 30,631,443 | \$ 30,516,097 |
| | 30,631,443 | 30,516,097 |
| DEFERRED CONTRIBUTIONS | | |
| Related to operations - recognized (carried forward) in year | (107,482) | 403,243 |
| Related to capital assets amortization | 26,373 | 26,000 |
| Related to capital assets purchases | (24,657) | (24,000) |
| | (105,766) | 405,243 |
| | 30,525,677 | 30,921,340 |
| DIRECT PROGRAM COSTS | | |
| Automobile expenses | 173,615 | 162,193 |
| Child-in-care costs | 802,097 | 793,531 |
| Client assistance | 228,929 | 248,740 |
| Contract services | 1,028,628 | 967,966 |
| Caregiver expenses | 508,532 | 536,638 |
| Collaborative practice costs | 9,268 | 15,881 |
| Cultural intervention costs | 128,538 | 90,350 |
| Family support expenses | 534,379 | 436,526 |
| Out of care Children | 5,823 | 5,247 |
| Out of care caregivers | 6,823 | 12,386 |
| Out of care maintenance | 557,798 | 531,264 |
| Program supplies and miscellaneous | 21,034 | 28,068 |
| Residential resources costs | 14,673,340 | 15,364,503 |
| Salaries and benefits | 7,714,123 | 7,767,811 |
| Telephone and cellular | 26,078 | 26,903 |
| | \$ 26,419,005 | \$ 26,988,007 |
| NET FUNDING CONTRIBUTION | 4,106,672 | 3,933,333 |

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, 2016 AND 2015

| | 2016 | 2015 |
|---|----------------|----------------|
| SERVICE COSTS | | |
| Amortization | 95,311 | 95,478 |
| Bank charges and interest | 390 | 552 |
| Contract services | 1,552 | 1,556 |
| Equipment leasing | 10,921 | 10,921 |
| Equipment purchases | 20,052 | 17,986 |
| Office and general | 115,019 | 116,175 |
| Postage and courier | 22,083 | 22,298 |
| Professional fees | 134 | 1,560 |
| Public relations & community services | 3,190 | 583 |
| Rent and repairs | 1,355,813 | 1,295,870 |
| Salaries, labour and benefits | 1,135,779 | 1,156,113 |
| Special events | 841 | 4,080 |
| Staff related costs | 83,123 | 69,066 |
| Telephone, fax and cellular | 86,750 | 114,387 |
| | 2,930,958 | 2,906,625 |
| GENERAL AND ADMINISTRATION EXPENSES | | |
| AGM | 2,359 | 3,290 |
| Advertising | - | 4,202 |
| Amortization | 16,291 | 20,254 |
| Bank charges and interest | 6,003 | 6,050 |
| Board expenses | 26,838 | 48,255 |
| Computer supplies | 7,205 | - |
| CCAY expenses | - | 19,126 |
| Contract services | 67,725 | 35,491 |
| Equipment leasing | 2,220 | 2,220 |
| Equipment purchases | 7,439 | 38,849 |
| Insurance | 12,856 | 12,403 |
| Office and general | 51,017 | 51,435 |
| Professional dues and membership | 5,608 | 13,555 |
| Professional fees | 91,596 | 55,193 |
| Public relations & community services | 114,943 | 88,434 |
| Rent and repairs | 182,076 | 179,766 |
| Salaries, labour and benefits | 1,658,617 | 1,646,375 |
| Special events | 5,088 | 12,130 |
| Staff related costs | 150,340 | 130,566 |
| Telephone, fax and cellular | 22,933 | 25,546 |
| Vancouver Foundation expenses | - | 4,061 |
| | 2,431,154 | 2,397,201 |
| NET FUNDING DEFICIT (Note 14) | \$ (1,255,440) | \$ (1,370,493) |
| OTHER REVENUES | | |
| Resource homes revenue | 706,905 | 864,923 |
| Other income - (Note 10) | 235,803 | 222,539 |
| NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | \$ (312,732) | \$ (283,031) |
| ALLOCATED AS FOLLOWS: | | |
| Restricted programs (Page 4) | \$ (72,493) | \$ (116,000) |
| Unrestricted program (Page 4) | (240,240) | (167,031) |
| | \$ (312,733) | \$ (283,031) |

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 CASH FLOWS
MARCH 31, 2016 AND 2015

| | 2016 | 2015 |
|---|--------------|--------------|
| OPERATING ACTIVITIES | | |
| Excess of revenues over expenses for year | \$ (312,732) | \$ (283,031) |
| Add: non-working capital charges | | |
| Amortization of capital assets | 111,602 | 95,478 |
| Deferred contributions related to capital assets | (1,715) | (2,000) |
| | (202,845) | (189,553) |
| Net change in non-cash working capital balances from operations | 498,941 | 902,597 |
| Increase (decrease) in deferred contributions | 107,482 | (403,243) |
| | 403,578 | 309,801 |
| INVESTING ACTIVITIES | | |
| Acquisitions of capital assets | (87,852) | (45,708) |
| Purchase of short term investments | (105,136) | (106,702) |
| | (192,988) | (152,410) |
| NET INCREASE IN CASH AND CASH EQUIVALENTS | 210,590 | 157,391 |
| NET CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR | 1,122,475 | 965,084 |
| NET CASH AND CASH EQUIVALENTS, END OF YEAR | \$ 1,333,065 | \$ 1,122,475 |

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, 2016

1. PURPOSES OF THE ORGANIZATION

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

The purposes of the Society are to:

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

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

2. SIGNIFICANT ACCOUNTING POLICIES

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

Contributions

The Society follows the deferral method of accounting for contributions.

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

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

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, 2016

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, 2016

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 has 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

The Society has a line of credit facility of \$500,000, an equipment financing lease credit line of \$250,000 and 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 of a long-term non-redeemable GIC. As of March 31, 2016, none of bank's line of credit and leasing credit and \$51,590 of the visa card credit were utilised.

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2016

4. SHORT TERM INVESTMENTS

| | 2016 | 2015 |
|---|---------------------|---------------------|
| Guaranteed Investment Certificates at cost plus accrued interest at rates varying around 2% per annum, maturing on varying dates. | \$ 4,453,811 | \$ 4,609,859 |
| Various savings accounts with interest at varying rates. | 1,588,125 | 1,326,941 |
| | <u>\$ 6,041,936</u> | <u>\$ 5,936,800</u> |

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

5. CAPITAL ASSETS

| Capital Assets - Restricted plus Unrestricted funds | | | | |
|---|---------------------|-----------------------------|-------------------|-------------------|
| | Cost | Accumulated Amortization | Net 2016 | Net 2015 |
| Assets acquired with non-restricted fund: | | | | |
| Office equipment | \$ 173,942 | \$ 150,241 | \$ 23,701 | \$ 29,317 |
| Computer hardware | 300,284 | 161,403 | 138,881 | 115,156 |
| Telephone equipment | 180,765 | 154,314 | 26,451 | 40,649 |
| Leasehold improvements | 101,920 | 89,073 | 12,847 | 33,232 |
| Automobiles | 82,942 | 67,195 | 15,747 | 21,309 |
| | <u>839,853</u> | <u>622,226</u> | <u>217,627</u> | <u>239,663</u> |
| Assets acquired with restricted fund (Note 7): | | | | |
| Office equipment | 137,262 | 116,118 | 21,144 | 19,874 |
| Computer hardware | 158,120 | 113,316 | 44,804 | 43,073 |
| Telephone equipment | 67,531 | 65,243 | 2,288 | 3,097 |
| Leasehold improvements | 16,181 | 15,735 | 446 | 3,681 |
| Automobiles | 19,500 | 17,599 | 1,901 | 2,573 |
| | <u>398,594</u> | <u>328,011</u> | <u>70,583</u> | <u>72,298</u> |
| Total | <u>\$ 1,238,447</u> | <u>\$ 950,237</u> | <u>\$ 288,210</u> | <u>\$ 311,961</u> |

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2016

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 | \$ 13,972 | \$ 67,422 | 260,276 | 75,065 | \$ 416,735 |
| Amortization to revenue | (8,588) | (49,984) | (240,004) | (47,576) | (346,152) |
| Ending balances - 2016 | \$ 5,384 | \$ 17,438 | \$ 20,272 | \$ 27,489 | \$ 70,583 |
| Ending balances - 2015 | \$ 4,258 | \$ 21,292 | \$ 24,534 | \$ 22,214 | \$ 72,298 |

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 and automobiles

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

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

| | Automobiles & Equipment | Buildings |
|------|----------------------------|--------------|
| 2017 | \$ 25,170 | \$ 1,387,998 |
| 2018 | 25,170 | 1,387,998 |
| 2019 | 19,305 | 1,409,373 |
| 2020 | - | 590,801 |
| 2021 | - | 590,801 |
| | \$ 69,645 | \$ 5,366,971 |

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2016

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 \$746,504 (2015: \$749,516).

10. OTHER INCOME

| | 2016 | 2015 |
|----------------------|------------|------------|
| CRUW grants | \$ 41,660 | \$ 64,855 |
| Donations | 7,851 | 951 |
| Interest income | 124,544 | 134,336 |
| Miscellaneous income | 61,748 | 22,397 |
| | \$ 235,803 | \$ 222,539 |

11. RESTRICTED/UNRESTRICTED NET ASSETS

Pursuant to a board resolution passed on March 25, 2014, it was resolved that effective April 1, 2013, future surpluses arising from restricted programs be transferred to the unrestricted fund to be used for any programs that require additional funding. Any deficits in restricted programs will be funded by the unrestricted fund.

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2016

12. FINANCIAL RISKS MANAGEMENT

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 dollars.

Interest rate risk

Interest rate risk is the risk that the fair value of 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

Healthcare Benefit Trust ("HBT") is a not-for-profit health and welfare trust that provides group health and welfare benefits on behalf of participating employers for nearly 100,000 eligible employees, their eligible dependents, and beneficiaries employed in health care and social services in British Columbia and the Yukon. The Trust was established in 1979 by the Health Labour Relations Association (HLRA), now part of the Health Employers Association of BC (HEABC),

VACFSS is a member of the Community Social Services Employers' Association that entered into a contractual agreement with the trustees of the HBT as a participating employer 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, 2016, the Society's share of unfunded actuarial liabilities based on the valuation date on December 31, 2015 was estimated to be \$Nil (2015-\$Nil).

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2016**

14. ECONOMIC DEPENDENCE

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

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

15. COMPARATIVE FIGURES

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, 2016 AND 2015**

| | 2016 | 2015 |
|--|--------------|--------------|
| REVENUES | | |
| Provincial government contributions - Principal funding | \$ 4,670,338 | \$ 4,639,097 |
| Other income | 30,242 | 300 |
| | 4,700,580 | 4,639,397 |
| DEFERRED CONTRIBUTIONS | | |
| Related to operations - recognized (carried forward) in year | (5,438) | 39,960 |
| Related to capital assets amortization | 6,114 | 6,106 |
| Related to capital assets purchases | (2,259) | (18,419) |
| | (1,583) | 27,647 |
| | 4,698,997 | 4,667,044 |
| DIRECT PROGRAM COSTS | | |
| Automobile expenses | 74,642 | 79,595 |
| Contract services | 116,466 | 146,456 |
| Cultural intervention costs | 65,202 | 46,034 |
| Donation expense-C Montour | 500 | 5,953 |
| Program supplies | 450 | - |
| Salaries and benefits | 2,949,219 | 2,800,458 |
| Staff expenses | 10,685 | 9,900 |
| Telephone and cellular | 8,214 | 8,486 |
| | 3,225,378 | 3,096,882 |
| CHILD-IN-CARE COSTS | | |
| Allowances/dental | 30,221 | 44,421 |
| Client minding costs | 68,419 | 72,081 |
| Client travel | 114,830 | 116,828 |
| CIC - Clothing grant | 11,271 | 10,018 |
| Education/school events | 64,789 | 80,497 |
| CIC - Equipment | 16,446 | 7,729 |
| Foods and Household | 87,526 | 96,111 |
| CIC - Recognizing Milestones | 5,008 | 3,525 |
| Medical expenditures | 63,996 | 79,387 |
| Living with family and friends | 24,647 | 16,280 |
| Others | 54,924 | 100,214 |
| Professional support and services | 74,751 | 44,248 |
| | 616,828 | 671,339 |
| NET FUNDING CONTRIBUTION | \$ 856,791 | \$ 898,823 |

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
GUARDIANSHIP AND RESOURCES (R000139809)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEARS ENDED MARCH 31, 2016 AND 2015**

| | 2016 | 2015 |
|---|--------------|--------------|
| SERVICE COSTS | | |
| Amortization - Capital Assets | \$ 32,622 | \$ 37,910 |
| Bank charges and interest | 195 | 162 |
| Equipment leasing | 2,470 | 2,470 |
| Equipment purchases | 8,649 | 6,720 |
| Office and general | 46,873 | 50,749 |
| Public relations & community services | 3,141 | 488 |
| Rent | 455,720 | 407,305 |
| Salaries, labour and benefits | 415,420 | 410,161 |
| Security | 589 | 870 |
| Special events | 500 | 1,500 |
| Staff related costs | 34,765 | 31,204 |
| Telephone fax and cellular | 33,876 | 40,922 |
| | 1,034,820 | 990,461 |
| EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | (178,029) | (91,638) |
| INTERFUND TRANSFERS | (46,703) | (52,424) |
| NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | \$ (224,732) | \$ (144,062) |

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
INFRASTRUCTURE (R000139810)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEARS ENDED MARCH 31, 2016 AND 2015**

| | 2016 | 2015 |
|--|--------------|--------------|
| REVENUES | | |
| Provincial government contributions - Principal funding | \$ 1,821,658 | \$ 1,811,156 |
| CRUW grants | 41,660 | 64,855 |
| Other income | 161,716 | 147,654 |
| | 2,025,034 | 2,023,665 |
| DEFERRED CONTRIBUTIONS | | |
| Related to operations - recognized (carried forward) in year | 25,674 | 17,424 |
| Related to capital assets amortization | 6,949 | 8,568 |
| Related to capital assets purchases | (2,685) | (5,581) |
| | 29,938 | 20,411 |
| NET FUNDING CONTRIBUTION | \$ 2,054,972 | \$ 2,044,076 |

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
INFRASTRUCTURE (R000139810)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEARS ENDED MARCH 31, 2016 AND 2015**

| | 2016 | 2015 |
|---|--------------|--------------|
| GENERAL AND ADMINISTRATIVE EXPENSES | | |
| Advertising | \$ - | \$ 4,202 |
| AGM | 2,359 | 3,290 |
| Amortization - Capital Assets | 16,291 | 20,254 |
| Bank charges and interest | 6,003 | 6,050 |
| Board expenses | 26,838 | 48,255 |
| CCAY expenses - CRUW | - | 19,126 |
| Computer support | 7,205 | - |
| Conference | 100 | - |
| Contract services | 67,725 | 35,491 |
| Equipment leasing | 2,220 | 2,220 |
| Equipment purchases | 7,439 | 38,849 |
| Insurance | 12,856 | 12,403 |
| Office and general | 50,917 | 51,436 |
| Professional fees | 91,596 | 55,193 |
| Public Relations and Community Services | 114,943 | 88,434 |
| Rent and repairs | 181,512 | 179,398 |
| Salaries, labour and benefits | 1,658,617 | 1,646,375 |
| Security | 564 | 368 |
| Special events | 5,088 | 12,130 |
| Staff related costs | 150,340 | 130,566 |
| Telephone fax and cellular | 22,933 | 25,546 |
| Professional Dues & Memberships | 5,608 | 13,555 |
| Vancouver Foundation expenses | - | 4,061 |
| | 2,431,154 | 2,397,202 |
| EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | (376,182) | (353,126) |
| INTERFUND TRANSFERS | 135,942 | 135,084 |
| NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | \$ (240,240) | \$ (218,042) |

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
RESIDENTIAL RESOURCES (R000139808)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEARS ENDED MARCH 31, 2016 AND 2015**

| | 2016 | 2015 |
|--|---------------|---------------|
| REVENUES | | |
| Provincial government contributions - Principal funding | \$ 15,130,342 | \$ 15,112,253 |
| Resource homes revenue | 706,905 | 864,923 |
| Cultural program funding | 83,714 | 83,714 |
| Other income | 525 | 400 |
| | 15,921,486 | 16,061,290 |
| DEFERRED CONTRIBUTIONS | | |
| Related to operations - recognized (carried forward) in year | (424,703) | 96,086 |
| | 15,496,783 | 16,157,376 |
| DIRECT PROGRAM COSTS | | |
| Automobile expenses | 908 | 1,415 |
| Contract services | 204,071 | 199,127 |
| Cultural intervention costs | 5,504 | 4,817 |
| Program activities and miscellaneous | 2,761 | 3,379 |
| Residential resources costs | 14,673,340 | 15,364,503 |
| Salaries and benefits | 88,666 | 87,216 |
| | 14,975,250 | 15,660,457 |
| CAREGIVER COSTS | | |
| Caregivers expenses | 415,791 | 444,611 |
| Foster parent appreciation night | 19,146 | 16,197 |
| Foster parent recruitment | 13,895 | 16,342 |
| Kiwassa Housing | 59,700 | 59,488 |
| | 508,532 | 536,638 |
| NET FUNDING CONTRIBUTION | \$ 13,001 | \$ (39,719) |

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
RESIDENTIAL RESOURCES (R000139808)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEARS ENDED MARCH 31, 2016 AND 2015**

| | 2016 | 2015 |
|---|--------|----------|
| SERVICE COSTS | | |
| Automobile expenses | \$ 719 | \$ 218 |
| Bank charges | 65 | 65 |
| Equipment leasing | 53 | 53 |
| Equipment purchases | 157 | 1,039 |
| Office and general | 433 | 275 |
| Rent and repairs | 10,123 | 9,003 |
| Security | - | 2 |
| Special event | (33) | 1,750 |
| Staff related costs | 842 | 73 |
| Telephone fax and cellular | 642 | 851 |
| | 13,001 | 13,329 |
| EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | - | (53,048) |
| INTERFUND TRANSFERS | - | 53,048 |
| NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | \$ - | \$ - |

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
FAMILY PRESERVATION (R000139806)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEARS ENDED MARCH 31, 2016 AND 2015

| | 2016 | 2015 |
|--|--------------|--------------|
| REVENUES | | |
| Provincial government contributions - Principal funding | \$ 2,527,304 | \$ 2,512,433 |
| Other income | 1,500 | - |
| | 2,528,804 | 2,512,433 |
| DEFERRED CONTRIBUTIONS | | |
| Related to operations - recognized (carried forward) in year | 179,773 | 4,969 |
| Related to capital assets amortization | 1,680 | 1,511 |
| Related to capital assets purchases | (2,807) | - |
| | 178,646 | 6,480 |
| | 2,707,450 | 2,518,913 |
| DIRECT PROGRAM COSTS | | |
| Automobile expenses | 24,430 | 21,583 |
| Client assistance and travel | 14,102 | 16,897 |
| Contract services | 663,506 | 557,934 |
| Cultural intervention costs | 20,868 | 10,062 |
| Program supplies | 346 | - |
| Program services | 214,827 | 231,843 |
| Salaries and benefits | 1,275,191 | 1,240,756 |
| Staff meals and relations | - | 25 |
| Staff expenses | 8 | - |
| Telephone and cellular | 4,832 | 4,773 |
| | 2,218,110 | 2,083,873 |
| NET FUNDING CONTRIBUTION | \$ 489,340 | \$ 435,040 |

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
FAMILY PRESERVATION (R000139806)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEARS ENDED MARCH 31, 2016 AND 2015**

| | 2016 | 2015 |
|---|-------------|----------|
| SERVICE COSTS | | |
| Amortization - Capital Assets | \$ 8,156 | \$ 9,545 |
| Bank charges | - | 130 |
| Consulting fees | 134 | - |
| Contract services | 330 | 331 |
| Equipment leasing | 3,089 | 3,089 |
| Equipment purchases | 3,196 | 2,365 |
| Office and general | 22,083 | 22,298 |
| Professional fees | - | 1,560 |
| Public relations & community services | 49 | 95 |
| Rent and repairs | 187,582 | 186,424 |
| Salaries, labour and benefits | 154,276 | 130,095 |
| Special event | - | 750 |
| Staff related costs | 15,650 | 13,520 |
| Telephone fax and cellular | 17,096 | 21,772 |
| | 411,641 | 391,974 |
| EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | 77,699 | 43,066 |
| INTERFUND TRANSFERS | (94,559) | (43,066) |
| NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | \$ (16,860) | \$ - |

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
CHILD PROTECTION (R000139811)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEARS ENDED MARCH 31, 2016 AND 2015

| | 2016 | 2015 |
|--|--------------|--------------|
| REVENUES | | |
| Provincial government contributions - Principal funding | \$ 6,398,086 | \$ 6,357,445 |
| Other income | 160 | 9,330 |
| | 6,398,246 | 6,366,775 |
| DEFERRED CONTRIBUTIONS | | |
| Deferred contributions related to operations - recognized (carried forward) in year | 117,212 | 244,804 |
| Related to capital assets amortization - recognized in the current year | 11,630 | 9,815 |
| Related to capital assets purchases | (16,906) | - |
| | 111,936 | 254,619 |
| | 6,510,182 | 6,621,394 |
| DIRECT PROGRAM COSTS | | |
| Automobile expenses | 73,635 | 59,600 |
| Contract services | 44,585 | 64,449 |
| Printing and postage | - | 934 |
| Program supplies | 1,353 | - |
| Salaries and benefits | 3,401,047 | 3,639,381 |
| Staff expenses | 4,572 | 3,824 |
| Telephone and cellular | 12,750 | 13,300 |
| Miracle fund 2014 expenses | 641 | 4,397 |
| | 3,538,583 | 3,785,885 |
| CHILD-IN-CARE COSTS | | |
| Allowances for inter/out provincial transfers | 3,555 | 1,749 |
| Camp costs | 5,493 | 3,139 |
| Client minding costs | 32,053 | 26,006 |
| Client travel | 54,178 | 30,547 |
| CIC - Clothing grant | 22,356 | 12,052 |
| Equipment | 5,300 | 2,072 |
| Education/school events | 7,726 | 1,666 |
| Foods and Household | 24,220 | 16,160 |
| CIC - Recognizing Milestones | 498 | 1,516 |
| Goods and services | 2,500 | 400 |
| Medical/dental expenses | 21,245 | 20,449 |
| Others | 6,145 | 6,436 |
| | \$ 185,269 | \$ 122,192 |

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
CHILD PROTECTION (R000139811)
STATEMENT OF REVENUES AND EXPENSES
FOR THE YEARS ENDED MARCH 31, 2016 AND 2015

| | 2016 | 2015 |
|---|------------|-----------|
| OTHER PROGRAM COSTS | | |
| Out of care children | \$ 5,823 | \$ 5,247 |
| Out of care caregivers | 6,823 | 12,386 |
| Out of care maintenance | 557,798 | 531,264 |
| Family support expenses | 534,379 | 436,526 |
| Cultural intervention costs | 36,964 | 29,437 |
| Collaborative practice costs | 9,268 | 15,881 |
| | 1,151,055 | 1,030,741 |
| NET FUNDING CONTRIBUTION | 1,635,275 | 1,682,576 |
| SERVICE COSTS | | |
| Amortization - Capital Assets | 54,533 | 48,023 |
| Bank charges | 130 | 195 |
| Contract services | 1,222 | 1,225 |
| Equipment leasing | 5,309 | 5,309 |
| Equipment purchases | 8,050 | 7,862 |
| Labor relations | - | 3,390 |
| Miscellaneous and general | 768 | 1,448 |
| Office and general | 66,945 | 63,703 |
| Rent and repairs | 701,799 | 692,266 |
| Salaries, labour and benefits | 566,083 | 615,857 |
| Special event | 374 | 80 |
| Staff related costs | 31,147 | 20,661 |
| Telephone, fax and cellular | 35,136 | 50,842 |
| | 1,471,496 | 1,510,861 |
| EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | 163,779 | 171,715 |
| INTERFUND TRANSFERS | 5,320 | (92,642) |
| NET EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR | \$ 169,099 | \$ 79,073 |

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



STRENGTHENING FATHERS PROGRAM

Kathryn Priest-Peries, Manager

The Image on the 2016 AGM 2016 Report cover is to acknowledge the important role of fathers in the lives of children who come into contact with the child welfare system. The Strengthening Fathers Program was begun by the program's coordinator in 2012 in response to a perceived need for the children VACFSS serves to be better connected with the vital influence of these oft-lost or forgotten men. Fathers, at the time, described feeling ashamed of their child welfare involvement or absence from their children's lives and felt it was better to just stay away and not disrupt their kids.

The program was designed in consultation with social workers, TIs and other consultants at VACFSS who unanimously agreed to a program model much like Strengthening Families which takes place in the evening, begins with the fathers sharing an activity and a meal with their children and then the fathers would meet separate from the children to address topics such as:

- The power of building personal development through healing and well-being
- How to acknowledge , accept, and resolve past traumas
- The impact of family violence
- How to understand the loss of male roles and culture and how that has affected fathers
- How the loss of traditional cultures and economies have distanced men from the land and from roles such as hunting and fishing and from their roles as providers
- The role of racism and sexist stereotypes contribute to abuse
- How to experience deep spirituality
- How to exchange negative feelings, attitudes, and beliefs for ones which are positive and life-serving

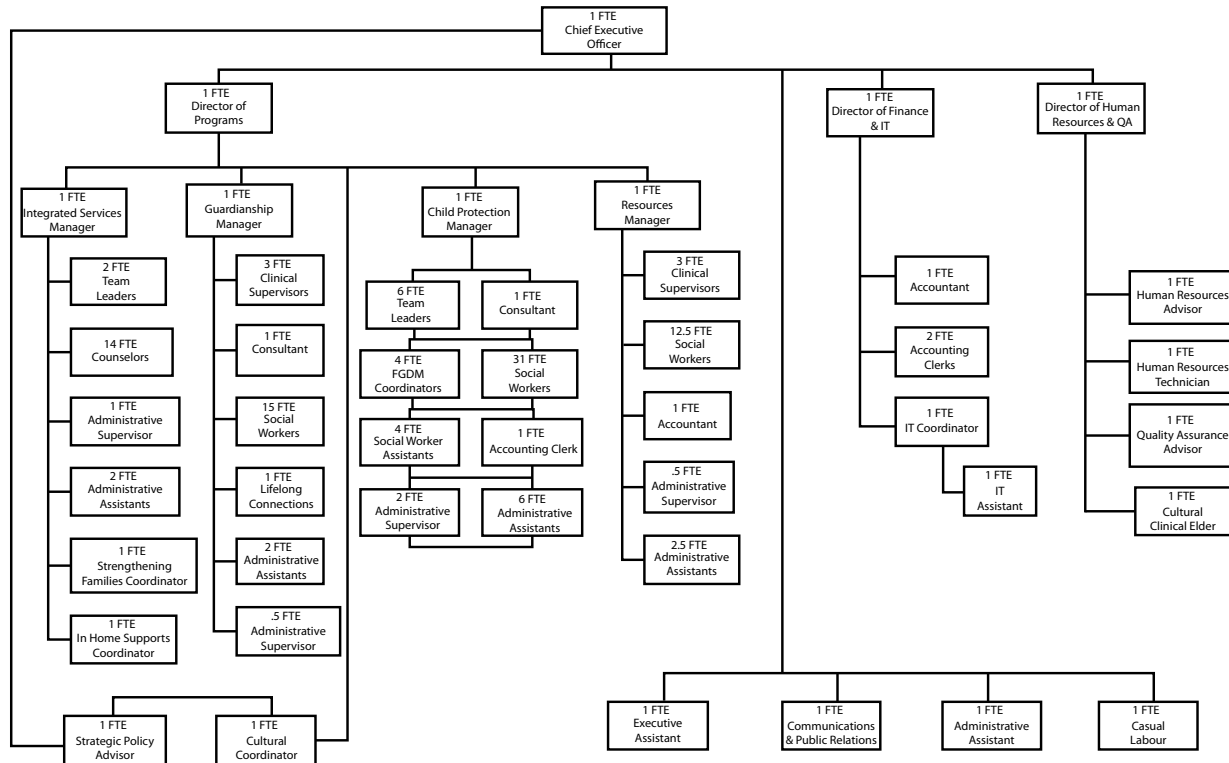
This program is 11 weeks long and is currently run 3 times per year. It is always filled to capacity (12 fathers and their children). The group is facilitated by two Aboriginal male elders who work from a peer support and peer accountability model. Bashing of the child welfare system and self-pity are not permitted. Most of the fathers who attend complete the program more than once and often bring friends, relatives, and peers to the subsequent offerings so word of mouth has become a powerful form of marketing. Fathers typically attend all sessions and are motivated to be very accountable if they can't attend or will be late.

The fathers also do a lot of networking in the group around where and how to find work, education, how to maintain sobriety, how to manage anger, navigate the court systems, etc.

Fathers describe the group as "giving them hope and dignity". One father will soon be graduating from business school and says, "The best thing that ever happened for me was this group".



ORGANIZATIONAL CHART



VACFSS Organization Chart - Funded Positions - 2015/2016 Fiscal Year

| <u>FTE</u> | <u>TITLE</u> |
|------------|--------------------------|
| 19 | Executive/Infrastructure |
| 57 | Child Protection |
| 22 | Family Preservation |
| 20.5 | Resource |
| 23.5 | Guardianship |
| 142 | FTE Total |
| | 31 MARCH 2016 |

CONTACT US

HEAD OFFICE & FAMILY PRESERVATION AND REUNIFICATION SERVICES

745 Clark Drive, Vancouver, BC V5L 3J3
Phone: 604-872-6723 Fax: 604-872-6768

GUARDIANSHIP & RESIDENTIAL RESOURCES

3284 E. Broadway, Vancouver, BC V5M 1Z8
Phone: 604-216-6150 Fax: (G.) 604-215-0273
(R.R.) 604-215-0176

CHILD PROTECTION & FAMILY SERVICES

471 E. Broadway, Vancouver, BC V5T 1W9
Phone: 778-331-4500 Fax: 778-331-4515

Toll Free: 1-877-982-2377
CP Toll Free: 1-877-331-4505
AFTER HOURS: 604-310-1234
E-mail: info@vacfss.com
Web: www.vacfss.com

DESIGN AND LAYOUT:
Freida Gladue & Sonya Hall