

20 Vancouver Aboriginal Child and Family Services Society 18 Annual Report





Cover and border image:

The *Honouring our Helpers* blanket was created by acclaimed Musqueam weaver Debra Sparrow and presented to Vancouver Aboriginal Child & Family Services Society at the agency's 25-year anniversary. The blanket honours the dedication and contributions of staff and our network of partners and caregivers in the service of Indigenous children and families.

VACFSS ANNUAL REPORT



VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Our Children, Our Future, Our Responsibility

SEPTEMBER 2018



Youth in care and caregivers come together to make a traditional healing tea and learn other cultural teachings at the Vancouver Aboriginal Child & Family Services Society Annual Caregiver Cultural Camp.



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 2017 Annual General Meeting

Linda Stiller.	Chair
Madeleine MacIvor.	Co-Chair
Richard George.	Treasurer/Secretary
Virge Silveira	Director
Perry Omeasoo.	Director
Lee Brown	Director
Darlene Willier	Director
Bernice Discon	Director



MESSAGE FROM THE CHAIR

Dear Members:

In fulfilling our strategic priorities, 2017/2018 has been an eventful year!

In our review of effective risk management strategies, we undertook a process to appoint a new financial auditor to refresh the society, but moreover, to ensure an external review of our accounting to auditory standards. As a non-profit organization accountable to our membership, we wanted to provide our members, as well as to our funder, the highest level of confidence in the audit process. We issued a call for proposals and engaged an external consultant to objectively review proposals based on criteria such as pricing, time, community involvement, education and commitment to Indigenous employment. Based on our process, and as confirmed at our recent Special General Meeting, I am pleased to announce the appointment of KPMG as our new society auditor.

Further, in relation to our board strategic priority of “sharing our Aboriginal experiences in developing and implementing VACFSS Aboriginal child welfare policies and practices,” our Research Committee is overseeing specific research in each of our program areas. Guardianship will be studying the effectiveness of youth engagement programs, Family Preservation will be reviewing the strengthening programs, Child Protection is examining restorative pathways, Resources will be researching methodologies of inclusive foster care, and Human Resources and Policy, Research and Development is focusing on the restorative supervision model. The research findings will culminate and be presented at our conference, “Strengthening Our Relations: Restoring Family within Community,” scheduled for February 27-28, 2019. The conference will showcase restorative child welfare practice and promote dialogue about innovative, culturally-based ways to support our Indigenous children and families. It will provide a unique opportunity for community, service providers, government, and academia to come together to explore ways to improve outcomes.

We continue to diligently manage our fiscal resources and balance our budget, thanks to Ministry of Children and Family Development (MCFD) recognition and reconciliation of our increasing Residential placement costs. In partnership, we have established the VACFSS Funding Working Group, as MCFD seeks to provide fair and equitable funding to ensure that VACFSS has the resources necessary to deliver the required delegated services. The standardized funding approach is based on the principles of parity with MCFD in consideration of Aboriginal Operational Practice Standards and Indicators and we have agreed to examine this model as a possible way to determine ongoing funding for the provision of delegated services. I very much value our relational approach and our open discussions as we seek to ensure capacity to continue to deliver restorative, culturally relevant child welfare services.

I would like to take this opportunity to welcome and thank our newest board member, Aaron Christoff, for serving on the board of directors. Also, special thanks to VACFSS member Violet Birdstone who assisted on the nomination and membership committee. As we are a community-based organization, it is important that we are represented and seek the input and guidance of our community’s Indigenous lived experiences. As always, I also wish to thank the hard-working and dedicated staff of VACFSS, who provide continual support to our children and families, even in the most difficult circumstances.

All My Relations,

Linda Stiller, Chair



Ceremonies and events held by VACFSS throughout the year are grounded in traditional practice, including an opening prayer and drumming, pictured.

MESSAGE FROM THE CEO



I am both honoured and grateful to provide an update on the work achieved by VACFSS in the past year. The specific outcomes of our practice are reflected in the reports by the VACFSS managers and directors who provide ongoing operational oversight and leadership to our team leaders, social workers and administrative support staff.

The personal and professional commitment required to work with families who navigate complex structural challenges and intergenerational trauma requires exceptional people. I am honoured and feel privileged to work alongside such helpers. I raise my hands to our community partners, our foster parents and our board of directors for their role in the delivery of services to Indigenous children, youth and families residing in Vancouver.

In November 2017, we celebrated 25 years of service since our incorporation as a society in 1992. We recognized this milestone as an opportunity to share our developmental journey and the privilege of providing child safety and family preservation services to our community. We thank the individuals, former

staff, and community partners who came out to help us to give gratitude and to reflect on our progress toward developing a restorative approach to child welfare. As much as it was a celebration, it was also a time to set the goals for the society going forward.

One of the highlights of our 25th year celebration was the unveiling of a traditional weaving by Debra Sparrow of the Musqueam Nation. The blanket is to honour all the people who dedicate their lives to service. The weaving represents our shared journey as helpers, ancestral teachings, resiliency, the significance of culture in restoring strength in Indigenous community, and our relationship to the territory we are born into or held by as guests. The blanket will be replicated in cotton and will be presented to all VACFSS helpers who achieve 20 years of service. It will also be used to honour significant contributions by those who hold great responsibility in our community.

Our vision for providing holistic and culturally relevant services has been demarcated through major initiatives and achieved

incrementally with our partner agencies and with our board of directors. Some of the key factors that have supported our development include:

- Strong governance and consistent volunteer board retention
- Board monitored approach to program outcomes and financial reporting
- Resource parity with government services and access to all service lines offered to children and families through MCFD
- Ongoing dialogue and partnership with MCFD regarding our approach to service delivery, policy and practice
- Retaining professional Indigenous staff at 50% plus one at all levels of service within the organization to reflect the demographics of the communities served
- Honouring our Allies to support diversity while honouring the specific history of the person served
- Use of out of care options and kith and kin placements
- Commitment to keeping children connected to their territory
- Strong fiscal management
- Consistent external financial and practice audits
- An engaged and transparent labour management environment
- Development of restorative program policies that reflect a trauma informed and culturally supported approach to services
- Dedicated resources that address health and safety requirements for families who face adversity due to socio-economic factors arising from the historical policies of oppression
- Community partnerships through formal protocols and meaningful engagement
- Leadership training at all levels of service delivery

- Working directly with legal counsel to achieve agreements and alternatives to contested court orders
- In house cultural immersion and training for all staff in the provision of restorative practice

In acknowledging our achievements, we are also keenly aware of the need to respond to the unique practice challenges that emerge. Addiction, domestic violence and mental health are the most common factors impacting our families. The adversity our families experience are directly linked to systemic induced trauma and contributes to the ongoing developmental risks to Indigenous children coming into care. We are continuously inspired by the resiliency, strength and lessons offered by those we work for and with.

The Residential Care Report identifies a growing number of children requiring “child specific” placements and/or intensive support outside of kith and kin placements, foster care, and or staffed specialized care. These children have multiple and complex care needs requiring short-term specialized interventions.

Over the last several years through policy and practice development we have mitigated the risk of children coming into continuing care by restructuring our services to include:

- A dedicated team of collaborative practice facilitators who engage families in the development of a service plan
- Client Elder support services
- Family preservation workers that provide a continuum of engagement from addressing concrete needs related to health and safety; strengthening parenting through peer group supported learning and one-to-one intensive support, and therapeutic intervention informed by historical factors and access to cultural and spiritual practices
- Recognizing that healing from intergenerational trauma is a process that requires trust, a trauma informed practice, client engagement, and a focus on relational permanency for children

- The use of rescindments by VACFSS are court orders that revoke a Continuing Care Order (CCO) and return children back to their parents following successfully addressing the risks that brought a child into care
- Child Protection Program has increased the use of out-of-care placements and adoptions to kith and kin thereby reducing the number of children coming into care

An ongoing operational challenge is the retention of social workers in our child protection program. While research shows that retention in child welfare is the greatest challenge in other jurisdictions, VACFSS is committed to increased efforts at retention in the coming year.

One of the most exciting initiatives we will be implementing is a review of our service delivery system, policies, practice and outcomes in relation to the Truth and Reconciliation Commission's (TRC) five calls to action for child welfare. Although we are confident that many aspects of the calls to action are currently incorporated in our restorative child welfare approach, we are committed to documenting our compliance through a formalized change management process and annual reporting of progress achieved.

Toward the end of fiscal year 2018, we received additional funding to meet the actual costs for specific child-in-care costs, out-of-care maintenance, and adjustments to unionized wages through the standardized costing framework. We also received a grant of \$688,000 for our annual cultural initiatives. We are confident that the application of the standardized costing approach will lead to funding adjustments for non-union wages, operational costs and infrastructure in the coming year.

We continue to strengthen our partnership with the Vancouver/Richmond Ministry for children and Family Development (MCFD) Service Delivery Area on behalf of families, children and youth. I am appreciative of our colleagues at the MCFD provincial office for their ongoing support in our implementation of VACFSS policy and practice.

In closing, I want to express my sincere gratitude for the opportunity to serve the community within the context of partnership and relationship.

All my relations,

Bernadette Spence, CEO
Kapisimipimotih Iskwew



This year 100 of our children and families joined VACFSS staff to participate in the Walk to Reconciliation for an important opportunity to begin dialogue and the road to reconciliation together.

DIRECTOR OF PROGRAMS

Cole H. McGillivray

The director of programs works under the leadership of the CEO to support and coordinate the functions of VACFSS' program areas: Guardianship, Resources, Child Protection and Family Preservation and Reunification Services. The director of programs provides mentoring, coaching, supervision and support to the program managers. In addition, the director of programs assists the program managers with fulfilling the board of directors' strategic priorities and risk mitigations which are intended to create a shared purpose and vision for the agency. The program managers are committed to working collaboratively to provide a continuum of culturally diverse delegated services that are grounded within a restorative practice framework for Indigenous children, youth, families, and communities in an urban setting.

Inter-Program Collaboration

PROGRAM MANAGERS' MEETINGS

The purpose of the program managers meetings is to provide an opportunity for the management team to share and discuss new MCFD and VACFSS policies, practice trends, and complex practice challenges and also to provide updates within their program initiatives. These meetings occur on a regular 3-week cycle. The program managers meetings create an opportunity to develop a creative environment that is solution-focused, allowing for innovative approaches to emerge when working with our children, families and communities. Through these collaborative efforts, these meetings have created a management philosophy of shared responsibility for the provision of high-quality services that are integrated in the restorative practice that frames our permanency planning policy, *Pathways to Permanency*.

INTEGRATING OUR PRACTICE

The primary purpose of the Integrating Our Practice (IOP) meetings is to enhance the relationships amongst the programs in order to promote an integrated approach to working within the child's circle. The leadership team within the agency, which is inclusive of the client and staff support Elders, program managers, team leaders, program coordinators, program consultants, and the agency's policy, research and development coordinator are

all part of these meetings.

The IOP meetings are highly successful learning opportunities that bring the leadership team together to strengthen our practice. Together, we are working towards keeping children out of care and ensuring that children needing to remain in our care have their rights to stay connected to their families upheld and that they have access to their nation's cultural teachings as part of their care plans. Over the last year, each program has had an opportunity to present and highlight the key aspects of their programs and to identify the consequences for practice in all the program areas. For example, we had several thought-provoking IOP meetings which focused on restorative Indigenous child welfare practice such as: *Keeping our Children Safe* policy; *Inclusive Foster Care* policy; Permanency Planning; Access and the role of Therapeutic Access; Bullying and Harassment; and the *Restorative Supervision Model*. This fiscal year's workshops will focus on more therapeutic topics such as "Children who Have Been Exposed to Family Violence," "Children who are Over-Medicated" and "Working with Complex Families."

Participants have expressed their appreciation for these learning opportunities and have indicated these meetings/teachings have contributed to a deeper understanding and awareness of working from an Indigenous restorative perspective, since there's an acknowledgement of the importance of keeping the children and youth connected with their culture, families, communities and nations while in the care of our agency.

Special Projects


• Internal Practice Audit and File Review Policy:

The intended outcome of this policy is to ensure that supervisors and social workers have the opportunity to review their files on a regular basis to improve their practice and strengthen their work with the children and families. Practically speaking, it is also an opportunity to have ongoing file reviews during the year as part of the restorative supervision model.

- **Annual Notification to Delegated Aboriginal Agencies (DAA):** This policy is an annual invitation for the sister DAAs to assist and have direct involvement in the development of cultural planning for their children and youth. We finalized and rolled out this policy this past fiscal year and have been working with the DAAs on developing the cultural care plans for their children in care.
- **Provincial Placement Review Committee (PPRC):** The PPRC is an effort to have MCFD SDAs and DAAs work together when there is no alternative family care placement for infants, children and youth and a need has been identified to arrange for a specialized residential resource. The purpose of the PPRC is to maintain consistent and standardized fiscal practices and work towards the best possible outcomes for children, youth and their families while they are residing in these specialized placements. The PPRC is also another demonstration of our ongoing collaboration and partnership with our MCFD SDAs.
- **Vancouver Youth Services Tier One Steering Committee:** The purpose of this committee is to develop a response for at-risk youth who frequent the streets of Vancouver such as Commercial Drive and the Downtown Eastside. The committee is made up of several stakeholders who specialize in services for at-risk youth and comes together to develop joint plans geared towards the specific at-risk youth.
- **Crossover Call:** is an integrated response by MCFD and youth service providers who have a daily teleconference call to provide an immediate response and planning for the vulnerable high risk youth and identifies any emergency placement for them until a family care placement is located. Youth are identified who may require these emergency placements or who may be absent from their current placement and a response has been planned if any of the youth services providers come into contact with these identified youth. This

project ensures that all youth have a plan in place and are not left in unsafe situations for any length of time.

- **Urban Indigenous Opioid Task Force (UIOTF):** UIOTF was formed by the Metro Vancouver Aboriginal Executive Council (MVAEC) to address issues facing Metro Vancouver's Urban Indigenous people. The UIOTF is made up of many Indigenous service providers and mainstream service providers working in the DTES. VACFSS has representation on the UIOTF since we have been directly involved with parents and youth who may have experienced opioid overdoses or are involved in high risk behaviour, including the use of opioids. Vancouver Coastal Health provided training to VACFSS staff on the use of Naloxone kits and these kits were made available at all VACFSS sites in response to the tragic losses due to opioid overdoses. VACFSS will develop a culturally-based trauma response for our children and youth who have lost parents, siblings or extended family as a result of the current opioid crisis. VACFSS has also provided cultural debrief sessions for staff who were also impacted by these losses that were facilitated by an Elder. VACFSS will continue to be involved in the UIOTF since we are committed to partnering with other Indigenous and mainstream providers to assist in providing supports to our children, youth and families.
- **Foster to Adopt Project:** VACFSS and the Adoptive Families Association of BC signed a MOU this year that's principally based on shared values to mark our joint effort on providing permanency planning options for children and youth in our care. This project acknowledges the many families that are seeking to provide long term homes for children in care.
- **Cultural Committee:** The purpose of the VACFSS Cultural Committee is to encourage and maintain Indigenous culture and cultural practices as the foundation of the work in our agency. The primary focus of the committee is to provide information and advice to staff on cultural



activities and programming which will strengthen our ability to provide cultural healing opportunities for the children, youth, and families receiving our services. The Cultural Committee takes the lead in coordinating most agency events such as sacred burnings, sage picking and the cleansing of buildings. The Cultural Committee members volunteer for program cultural activities such as: Baby Ceremonies; Honoring the Journey of our Youth; Cultural Caregiver Camp and The Moose Hide Campaign—our annual anti-violence event. In addition, the cultural coordinator may respond to requests from our community partners seeking cultural resources for their organizations as well.

marks a major milestone for VACFSS. As a leadership team, we are passionate about working towards the overarching principles of Indigenous restorative child welfare practice—keeping Indigenous children and youth connected to their families and ultimately towards keeping children out of care. It's my hope that you will join us on this journey since it does take a whole community to raise a child. ■

MOVING FORWARD

This past fiscal year was filled with many opportunities for learning and growth for our staff. The agency is well on its way towards implementing the restorative approach to offering delegated child welfare services that recognize the historical trauma experienced by the families and children involved in our agency. Similar to other organizations involved in systemic changes, we have experienced many challenges and many successes. We celebrate each of these experiences since they reflect the growth and ongoing development of our agency within a change environment.

That said, we will continue to strengthen our practice by working proactively on a few significant projects—the first being to prepare for the 2019 MCFD practice audit and seeking adoption delegation. The MCFD practice audit occurs every three years for all DAAs. The focus of this practice audit is to ensure we are in compliance with the Aboriginal Operational and Practice Standards and Indicators (AOPSI) standards and the MCFD Chapter 3 standards. We are confident the audit results will demonstrate our level of compliance to the aforementioned practice standards. In addition, we will begin planning on achieving the next level of delegation for our agency. Once adoption delegation is achieved, VACFSS will have all levels of delegation allowing us to provide the full spectrum of delegation services that are culturally grounded in an Indigenous world view and the system of care we offer will be based on the traditional knowledge of the nations involved with our agency.

Our practice policies *Keeping our Children Safe* and *Pathways to Permanency* will be fully implemented in our agency which truly



VACFSS cultural coordinator April Bennett blesses youth in a ceremony to honour their journey into adulthood.

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, employee relations, compensation management, records management, information management, occupational safety and health, wellness, benefits administration, HR policies and procedures and quality assurance.

Overview

In the 2017/2018 fiscal year a significant amount of HRQA activities in the agency were geared towards recruitment, selection and training due to turnover. Recruitment activities were further refined and drew a great number of applicants to VACFSS. In addition, human resources activities in the 2017/2018 fiscal year ensured that vacancies were filled in a timely fashion with continued emphasis on Indigenous selection. 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. Initiatives included: delegation training, leadership and supervisor training, and violence prevention training. Furthermore, in order to strengthen its practice, VACFSS continued to ground its practices and procedures by developing and integrating cultural competencies in human resources processes and practices.

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.

A. STAFFING (AS OF MARCH 31, 2018)

VACFSS had 141 funded positions. Total staffing numbers included a mixture of VACFSS regular employees, a MCFD secondment and casual employees which allowed for VACFSS to draw from a resource of 164 employees. In leadership, 63% of team leaders/supervisors and 67% of managers were of Indigenous ancestry. In addition, 58% of VACFSS staff members were of Indigenous ancestry to reflect the demographics of the clients that VACFSS served.

Recruitment activities of HRQA have been successful in that there were 622 applications to VACFSS resulting in 36 new employees hired. Twenty (20; 56%) of these new hires are of Indigenous ancestry. There were also 31 internal selections.

The turnover rate for VACFSS was 20.6% in 2017/2018 as compared to 5.8% for the 2016/2017 fiscal year. The 5-year-average turnover rate is 13.4%. The 10-year-average turnover rate for VACFSS is 12.9%.

B. PRACTICUM PROGRAM

HRQA has developed a very successful practicum program at VACFSS to support students in completing their education/training, to assist with staff workloads, and to encourage future applications to VACFSS.

In the 2017/2018 fiscal year, four (4) practicum students completed their field education at VACFSS. Two (2; 50%) students identify as Indigenous. From the 2017/2018 cohort, one (1) student has applied for employment. This student identifies as Indigenous and was successful in a term position in Family Preservation as of April 2018.

C. EDUCATION AND TRAINING

Extensive HR sponsored training was provided to VACFSS staff in the 2017/2018 fiscal year. VACFSS continued to provide in-service training programs on harassment/anti-bullying and violence prevention to fulfill its obligations under the WCB regulations and WorkSafeBC requirements. Twenty-five (25) staff attended. There was one (1) cultural camp at Gambier Island. For this advanced Level 2 camp there were seventeen (17) staff members that attended. HRQA continued to support leadership training under **Siiyamints (see-yom-main-ts)**. Twenty (20) staff from the supervisory and senior social worker group participated in the leadership training from Taylor Made Solutions. There was one (1) new employee orientation day, in which eighteen (18) new employees attended. VACFSS held two (2) Public Service Pension Plan seminars. Staff were invited to attend 'Making the Most of Your Pension' or 'Nearing Retirement' to assist with their planning. One employee retired. VACFSS offered a Conflict Resolution Workshop which had twenty (20) staff participate. Agency-wide privacy training was offered to all staff. Fifty-four (54) staff members participated this fiscal year which brings the total number of VACFSS staff completing the training to one hundred and forty-six (146) or 92%. This training will continue to be required for all new hires and practicum students moving forward.

D. LABOUR RELATIONS

HRQA continued to work out issues/concerns with the BCGEU. Labour Management Committee meetings were held every two months. Several labour issues were resolved without going to the grievance process. One (1) grievance was filed in the 2017/2018 fiscal year and one (1) grievance was outstanding from a previous fiscal year. There was one (1) sector mediation that occurred between the BCGEU and CSSEA that will affect VACFSS. A number of disputes were solved informally utilizing the VACFSS Dispute Resolution process.

E. OCCUPATIONAL SAFETY AND HEALTH (OSH)

VACFSS continued to invest significant resources into the OSH program. The infrastructure at all sites is continually being replenished including Joint Occupational Safety and Health Committees and emergency personnel, including first aid attendants. Monthly meetings were held at each location. OSH procedures are in place and the OSH manual is posted on the intranet. Incident Investigation Training was provided to supervisors, OSH committee members and acting staff. Ergonomics training was provided to volunteers so staff can assess and recommend changes to work stations to prevent musculoskeletal injuries. VACFSS' Violence Prevention Program continued to be a priority with human resources developing and sharing lockdown procedures to bolster the violence prevention policy. In addition, VACFSS also introduced a front line staff exposure control plan and safe work procedures for high potency narcotics. Monthly training in OSH topics were presented by the managers to their program or department. VACFSS is faced with the ongoing challenge of emergency personnel turnover, continual OSH training, procedure writing and amendments, OSH administration and emergency drills. VACFSS' focus will continue to be placed on violence prevention and risk assessment in the workplace to ensure the health, safety and security of our employees. This also aligns with WorkSafeBC's HighRisk Strategies to reduce the number of serious injuries and incidents in the health care sector where VACFSS is placed.

F. QUALITY ASSURANCE

The Client Complaint Resolution Process (CCRP) was administered by the quality assurance advisor under the director of human resources and quality assurance. Twenty-six (26) eligible complaints were made to VACFSS and ten (10) were resolved at the local resolution stage. Of those resolved, 67% of closed complaints reached resolution within

30 days. The average number of days for local resolution was 33. This year's number of days for local resolution reflects the change in the quality assurance advisor staff and accounts for the transition period between the new quality assurance advisor starting their position and the previous staff leaving their position. In spite of change in staff, this process continues to demonstrate that VACFSS has an administratively fair complaints process in place for its clients. The quality assurance advisor will continue to coordinate and assist program managers in achieving the 30 day compliance requirement.

As of April 1, 2018 the quality assurance advisor was transferred to the policy, research and development coordinator (PRDC) supervision and this unit will report directly to the CEO.

G. 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) work sites.
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 four hundred thirty-three (433) one-to-one counselling sessions and other interventions with staff. Her work was well received; she also engaged in eleven (11) group interventions.
4. The Critical Incident Stress Management (CISM) Team continued to provide peer support to workers who experience Critical Incidents.
5. VACFSS continued to support and sponsor employees to participate in the Vancouver Sun Run.

H. CULTURAL TRAINING/CEREMONIES

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

1. Advanced Cultural Camp II on Gambier Island was provided to seventeen (17) staff who had already taken Cultural Camp I.
2. Several ceremonies were conducted including: Honouring the Journey of our Youth, Caregivers' appreciation dinner, Children's Christmas parties, sage picking, agency update meetings, celebrations of life, Baby Ceremony and individual smudging for staff.

Summary

In the 2017/2018 fiscal year the HRQA Department once again continued to be faced with significant challenges as the result of the challenging work environment in an era of greater accountability and demand for services as well as the opioid crisis. Great emphasis was placed in retention of staff. In addition, the HRQA staff worked extremely hard to provide ongoing service and support to all the programs and departments through regular consultation and development of organizational systems and procedures. Agency-wide HRQA initiatives contributed to a welcoming work environment.

Future Initiatives and Goals

The following initiatives will be taking in the 2018/2019 fiscal year:

1. The Public Relations and Communications Department will be reporting to the director of human resources and communications (HRC). The Quality Assurance Department will be reporting to the CEO.
2. Essentials of Leadership training for VACFSS senior social workers will be delivered.
3. Cultural camps will be held in the fall and an Elders' forums will also be provided for staff.

4. A formal Attendance Management Program will be instituted at VACFSS
5. There will be a continued Indigenous cultural grounding of HRC practices and procedures.
6. Occupational Health and Safety procedures will continue to be developed and amended. In addition, HRC will continue to provide leadership in the Violence Prevention Program and Bullying and Harassment Prevention Program.
7. Indigenous cultural competencies will be formally integrated into VACFSS hiring, promotion, evaluation and service delivery.
8. The Restorative Supervision Model will be implemented including a revised Performance Review System for VACFSS employees.
9. Recruitment, selection and retention initiatives will be intensified to ensure that VACFSS staffing levels are at an acceptable level and that high quality workers are employed and retained. In addition, further initiatives will be taken to increase the percentage of Indigenous employees at VACFSS.
10. Update the Policies and Procedures manuals.
11. The Public Relations and Communications Department will be developing a communication strategy for VACFSS. ■



Vancouver Aboriginal Child & Family Services Society staff come together for our annual agency update meeting to hear program updates that shares successes and challenges, honour staff milestones, hear from our youth advisory committee and connect as a community working towards a shared purpose.

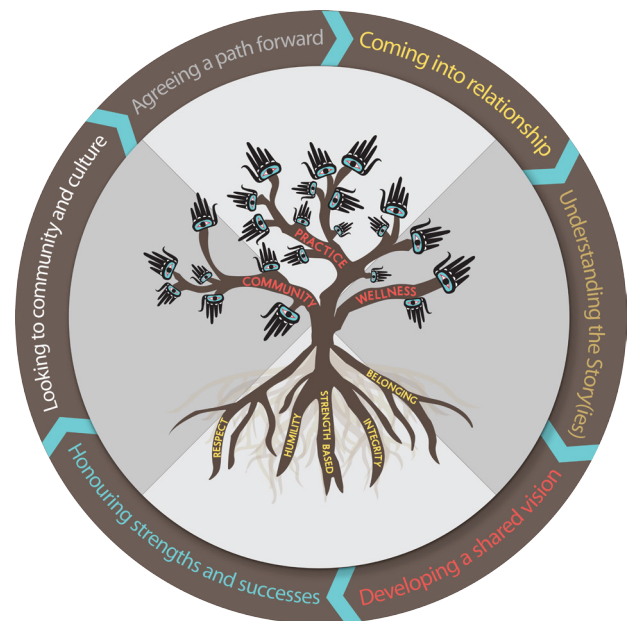
POLICY, RESEARCH AND DEVELOPMENT

Dr. Carolyn Oliver, Policy, Research and Development Coordinator

This year we have continued to strengthen the links between policy, research and development at VACFSS with the transfer of the quality assurance advisor (QAA) to the supervision of the policy, research and development coordinator. This is part of an evidence-informed shift towards situating the quality assurance role within a continuous organizational development cycle in which knowledge gained from complaints and the feedback of our families directly informs our policies, training and research. We will continue to build on the excellent QAA work completed by the Human Resources and Quality Assurance Department (HRQA) over the last few years. QAA continues to respond to complaints and concerns from the children, youth and families served, to support practicum students, and to conduct client and employee satisfaction surveys. We welcome the opportunity to lead initiatives in collecting and reporting out on program data, including data collected through MCFD systems. We will build on HRQA's work in developing a Client Complaint Resolution Process that is focused on working in relationship with the child's circle and actively engages our children and families. We are looking forward to conceptualizing how the process can further amplify their voices and build community engagement.

One of the biggest Policy, Research and Development projects this year has been Restorative Supervision. Over the course of many years and in collaboration with many practice knowledge-keepers, VACFSS has developed a Restorative Child Welfare approach that is deeply rooted in our values and embeds community and culture into a highly relational, strength-based case management process. This year we have articulated a model of supervision that both mirrors and strengthens that Restorative Child Welfare approach. Our goal is to see every staff member receive scheduled and protected monthly supervision where they will be supported to reflect on their practice, their practice-related personal wellness and their engagement in community. The Restorative Supervision model continues to hold staffs to account, for instance through bi-monthly file audits and annual performance reviews, while

introducing the dialogue, support, teaching and planning that nurtures professional growth. It includes new performance reviews for frontline practitioners, shaped by the Restorative Supervision process and the cultural competencies articulated within the position profiles. Getting to this stage has involved the active engagement of staff in every program and department, including the 72% who participated in our pre-implementation survey. From July 1, 2018, Restorative Supervision is being piloted across the agency.



The Policy, Practice and Development Unit is actively supporting work to prepare for the 2019 Director of CFCSA practice audits and to help new frontline practitioners to move through the training they need to undertake delegated work. We have initiated a regular weekly "writing space" on Thursday mornings in the Child Protection program; this provides protected time and space for workers to complete their computer work with on-hand consultation and training. We have also started a New

Worker's Group with the goal of helping new workers with the training, support and connectedness that are so important in the first year or so of child protection practice. A weekly 'VACFSS Vision' bulletin is now strengthening a sense of community and communication between the different program levels and teams. These initiatives run alongside the delegation support long-provided by the child protection mentor(s) and senior workers, who continue to generously share their practice wisdom.

Our primary policy work this year has been a comprehensive overhaul of Keeping our Children Safe Policy. The policy outlines how we work with our families in the Child Protection Program. It is now significantly more user-friendly, integrates the many policy changes implemented by MCFD over the last two years and continues to be framed in accordance with the Aboriginal Policy and Practice Framework (APPF) (MCFD, 2016) and our own Restorative Child Welfare Practice. We were invited to present at MCFD's Permanency Forum in November as leaders in APPF-framed policy development and we have been honoured by many requests this year, from as far away as Australia, to share our policies and the process of their development.

We have continued with a very active research agenda. This year has seen two strong Indigenous role models assume co-leadership of our Youth Research Working Group (YRWG); Ashley Quinn, Assistant Professor at UBC School of Social Work has joined with Cheyenne Andy, our Youth Research Assistant, to facilitate the engagement of youth in and from VACFSS care in our research. Building on the success of our 2017 study into VACFSS Youth Engagement Programs and in collaboration with the Guardianship Program and SEARCH Institute in Minnesota, we are in the process of designing an Outcomes Study for our youth who age into community after 19 years. With the help of the YRWG and Youth Advisory Committee (YAC) and a small grant from the Vancouver Foundation, we have developed a culturally appropriate readiness tool which workers and youth

in care will use together at 16, 17 and 18 years and which will become the primary research tool for those who wish to be part of the study after they turn 19 years. We have also completed data analysis for our Inclusive Foster Care study. We are currently considering the findings, and strategies to act on them, with a working group comprised of practitioners from across the agency, foster parents, Elders, Hollyburn Family Services, MCFD and UBC. The study has pointed us towards the training, tools and processes needed to strengthen the incredible inclusive care currently being provided by some of our foster parents as they work hand-in-hand with the child's circle of family and community members.

We are looking forward to the opportunity to share our learning at VACFSS' Conference to be held on February 27-28, 2019 at the Italian Cultural Centre, 3075 Slocan Street, Vancouver. Titled "Strengthening Our Relations: Restoring Family within Community," the conference will showcase innovative, culturally-based ways to support our Indigenous children and families through restorative child welfare practice. We are honoured to host the internationally celebrated former Lieutenant Governor, Honourable Steven Point, and Dr. Gwen Point respected Stó:lō leaders, mentors, and cultural advisors, and renowned expert on addictions, child development and trauma, Dr. Gabor Maté, as our keynote speakers. We invite all to come join us in this unique opportunity for service providers, Indigenous communities, government, and academia to come together to explore ways to improve outcomes for Indigenous children and families. ■

CHILD PROTECTION

Anju Sohal, Manager

VACFSS works in close partnership with First Nations, community partners and other services providers to provide child protection, family support and prevention services to Indigenous children, youth, and families who reside in the city of Vancouver. The Child Protection (CP) Program provides services that strengthen vulnerable Indigenous children and families, provides practical support to parents and other kinship caregivers who are responsible for the care of children, and receives, assesses, and investigates reports of child abuse, neglect and exploitation of children.

Services are provided under the legal authority of the *Child, Family and Community Services Act (CFCSA)* and with the endorsement of the Indigenous community to ensure that Indigenous children are protected and families are adequately supported. The CP Program is guided by the five core VACFSS values of integrity, belonging, humility, respect and strength-based practice.

The CP Program works collaboratively with the Family Preservation and Reunification 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 CP Program prioritizes the least intrusive measures and kinship placement options to keep the children safe and connected to their family. The overall goal of the CP Program is to support and stand beside families through a healing journey to a place of safety, strength and wellness.

Looking forward, key initiatives will continue to be a focus on cultural knowledge, protocols, and the inclusion of Elders in programming. Strong partnerships are vital to holistic support services and we will continue to develop and nurture relationships with affiliated First Nations and partners.

Due to the complexities of child protection work, another focus remains ongoing support and training of new CP staff and retention initiatives to ensure we offer consistent service delivery to the communities we serve.

Profiles of Reports Received

Child protection reports occur when new families gain the attention of the program; these new families are assessed by the intake team. CP also receives reports on families that the

CHILD PROTECTION ACTIVITY REPORTS				
FISCAL YEAR	2014	2015	2016	2017
NUMBER OF INCIDENTS	982 (657 opened during the fiscal year/ 325 open)	663 (443 opened during the fiscal year/ 220 open)	620 (414 opened during the fiscal year/ 206 open)	654 (396 opened during the fiscal year/ 258 open)
SERVICE REQUESTS	89	108	103	112

program is already involved with, which are assessed by the family service teams. Reports for support services are coded as Service Requests (SR), while reports of suspected maltreatment of children are coded as Incidents. Incidents are categorized into concerns requiring an Investigation (INV), or concerns involving a Family Development Response (FDR). Investigations are required for more immediate and severe cases where a parent may not be willing to engage, while an FDR is a protection response where parents are willing to work collaboratively with the social worker to mitigate identified safety concerns. A FDR response allows for the intake team 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 social workers in child safety planning.

During this past reporting period, 88% of the incidents received were assessed as FDR, and 11% were coded as INV for a total of 396 incidents. There were also 112 service requests (SR), totaling 508 reports received. 1720 after-hours memos were received that either produced new reports or provided information on situations occurring on open files after regular business hours.

PROTECTION RESPONSE	2017	%
FDR	351	88%
INV	44	11%
YOUTH SERVICES	1	1%
TOTAL	396	100%

Neglect and physical abuse are the largest categories of maltreatment recorded in the 396 incidents received this past fiscal period. When a protection report is received, it can be categorized as more than one type of Section 13 concern. A breakdown of the Section 13 concerns of the CFCSA, the legislation that guides child welfare work, indicates that neglect was recorded 273 times as a significant risk factor, followed by physical abuse which was recorded 197 times as the second leading risk factor for maltreatment. Sexual abuse or exploitation was recorded 7 times and emotional harm was

noted in 4 incidents. There were also 6 incidents that were recorded as "other" with Section 13 concerns of the child being absent from the home or the parent passing away.

Research has shown that physical abuse is not a predominant risk factor in the Indigenous community despite the consistently large number of physical abuse incidents reported to VACFSS. In the computer database, the category of physical abuse includes physical harm reported on a child as well as the likelihood of physical harm from domestically violent situations. Therefore, the data was delineated to show how many instances of physical harm was reported against children, as opposed to the likelihood of physical harm due to domestic violence. This data reveals that of the incidents coded as physical harm, reported, 36% were due to reports of children being physically harmed and 64% were due to concerns of domestic violence.

CHILD PROTECTION CONCERNS				
SECTION 13 CONCERNS	2014	2015	2016	2017
NEGLECT	345	332	300	273
PHYSICAL ABUSE	245	205	177	197
EMOTIONAL HARM	37	31	12	4
SEXUAL ABUSE/SEXUAL EXPLOITATION	27	36	17	7
OTHER				6

A month-to-month comparison of incidents received shows higher reporting during May, June, September and March. A further breakdown of the incidents shows the following categories of reporter type: the police (102) are the highest reporter type. The second highest report type is captured as community professionals (93) which consists of mental health workers, private doctors, counsellors and community based support services. The third largest is family (69), and the fourth is captured as other, which consists of concerned citizens, friends, neighbours, and anonymous reporters. The subsequent categories include family school (37), hospitals (34) and children's daycares (3).

INCIDENTS: REPORTER TYPE YEARLY				
REPORTER TYPE	2014	2015	2016	2017
POLICE	178	117	111	102
OTHER*	171	102	109	58
PROFESSION ALS	103	70	70	93
FAMILY	93	67	40	69
SCHOOL	56	46	40	37
HOSPITAL	49	34	38	34
DAYCARE	7	7	6	3
TOTAL	657	443	414	396

- Other includes concerned citizens, friends, neighbours, and anonymous reporters.

Caseload Profile

As of March 31, 2018 there were a total of 514 open case files. Of these, there were 287 Family Service (FS) files, as well as 138 Child Service Files (CS) files, and 89 children in Out-of-Care Options (OOCO) files.

The 287 open FS files represent a total of 1679 persons served by the Family Service Teams: 877 children and 802 adults. 49% of the FS cases met the criteria for “high risk and complex” in the CP Program. These cases require intensive resources and can 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.

Children Out-of-Care

One of the key initiatives of the CP Program is to use the 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 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 the least disruptive measures in utilizing the various

options available under the legislation and out-of-care options provisions. The use of alternative care options continues to be a central goal of the CP Program. Supporting kinship caregivers in their efforts to address the needs of children provides an opportunity to improve the lives of many children who have already experienced trauma and are at risk for entering the foster care system.

For the current reporting period, there were 89 children receiving services under the out-of-care options program compared to 79 children the previous year. Of the 89, 11% are placed under the provision of Kith and Kin or Extended Family Program (previously known as Child in Home of Relative program or CIHR), 28% are placed under transfer or custody under section 35(2) (d) and 41(1) (b), and 61% are placed under section 54.01. Of these 89 children, 40% are age 0-5, 42% are age 6-12, 18% are age 13-18. With an emphasis on least disruptive measures and the alternatives to bringing children into care as a vital component to restorative practice, it is anticipated that the out-of-care options program will continue to be used as an alternative to bring children into care. At present, there are 62 homes located throughout the province where children are being cared for by their extended family or community members. Due to the geographical distance of these homes, support is sought through joint case management with other Delegated Aboriginal Agencies and/or MCFD.

Children-In-Care

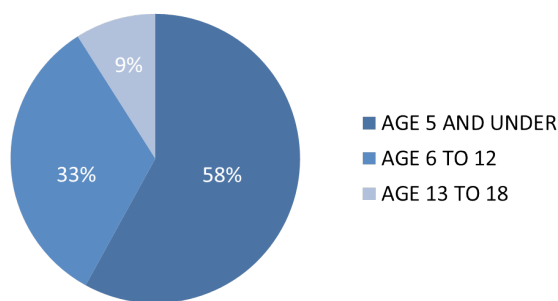
As of March 31, 2018, there were 138 children in care with the CP Program. There were 13 Voluntary Care Agreements and 4 Special Needs Agreements signed this year. During this reporting period, 87 children were removed, consistent with last year's numbers. While the number of children removed stayed consistent this year, the number of children placed in out-of-care options increased.

The use of fentanyl continues to have a significant impact on families with many people relapsing and overdosing on this drug; this results in children who need to come into care or be placed with family and community. Fentanyl has a greater impact than other illicit substances on the market as it produces a “high” that is significantly more extreme than other substances. People using substances who have been exposed to

fentanyl are now seeking out the drug and becoming addicted to overdosing, according to a community partner physician working with families on the Downtown East Side.

As of March 31, 2018, of the 138 child in care, Child Service (CS) files by age category indicates that more than half of the children in care, 80 (58%), are between 0 and 5 years of age, another 46 (33%) are between 6 and 12 years of age, and the remaining 12 (9%) are between the ages of 13 to 18.

AGE DISTRIBUTION



As of March 31, 2018, there were 8 children under a Continuing Custody Order (CCO), one less from the previous year. During this reporting period 9 CS files were transferred from the CP Program to the Guardianship Program. For the previous reporting period 16 were transferred to Guardianship which is a marked decrease. With the use of out-of-care options, it is anticipated that the file transfer rate to Guardianship will continue to remain at a lower number as more children are having long-term placements with extended family or community.


Collaborative Practice

The Collaborative Practice Team receives a large volume of referrals for facilitated meetings and requests for Elder involvement, predominantly from the CP Program as well as other programs across VACFSS, namely the Guardianship Program.

The team continues to build on the collaborative practice approach of bringing people together to make plans for children that involves parents, extended family, and the community. During this reporting period, there were a total of 225 referrals to the program. There were 38 Family Group Conferences (30 referrals, 26 initial conferences, 12 follow up), 91 Integrated Case Management meetings (17 new referrals, 6 initial meetings, 85 follow ups), 96 Family Case Planning Conferences (49 new referrals, 41 initial meetings, 55 follow ups), and 41 mediations facilitated predominantly by Indigenous mediators (15 initial meetings, 26 follow ups).

The CP Program continues to increase the capacity to offer cultural support to the families served. This past reporting period, the Elders were involved in the lives of many families, by working closely with them or by engaging with the families through a variety of cultural supports. We value our Elder involvement in all aspects of the work, as their knowledge and guidance is vital to our practice approach. Elders have been involved in family led conferences, ceremonies, community events, and one-to-one direct support to family members; many families value Elder involvement as they are impacted by complex trauma due to colonial history and assimilation policies such as residential school, the foster care system, cultural genocide, and other historical atrocities that have led to challenges that Indigenous families currently face. For this reporting period, there were 21 Elder referrals. The number of referrals for Elder involvement in all areas of practice is expected to increase due to a commitment VACFSS has in restorative practice, and in demonstrating and understanding the use of culture as healing for families engaged in the child welfare system. We will continue to seek guidance from our Elders to strengthen our cultural grounding in order to provide better service to families. Furthermore, CP will maintain the opportunity for Elders to participate in the social work Delegation Training for their guidance and wisdom, and will continue to provide information to the Elders on the legislation, practices, and policies of child welfare work.

At CP, Ceremony plays an integral part of the program. In this past reporting period, CP held two Sacred Bundle Ceremonies



to honor babies in care born within the year. CP also supports Homecoming Ceremonies where parents are honoured for their perseverance, continuing their healing journey and completing the required steps to have their children return home.

Program Highlights

- Family-lead conferences
- 2 Honouring our Sacred Bundles (Babies) Ceremonies
- 2 Children's winter-solstice parties
- Brushing and smudges of homes for families
- Homecoming ceremonies
- Elder guidance and support
- Continual involvement with Treehouse (child and youth advocacy centre)
- Emphasis on culture and ceremony
- The increase in the use of Collaborative Practice
- Continued focus on least intrusive measures and alternatives to care
- Increase in the use of out-of-care options
- Ongoing social worker and team leader mentorship
- Ongoing engagement and relationship development with affiliated First Nations
- Ongoing committee work with various community partners
- Debriefing circles on critical incidents
- Continue to support staff wellness through various program gatherings

Final Reflections

The multiple challenges faced by Indigenous people involved in the child welfare system are a direct impact of assimilation policies and colonization in its various forms. VACFSS staff work tirelessly in their efforts in helping to establish an Indigenous framework of holistic practice based on our core values of respect, humility, integrity, belonging and strength-based

practice which are at the heart of shaping a unique urban-based restorative child welfare service delivery agency.

We give thanks and gratitude to all the individuals, community organizations and partners that have collaborated on the various initiatives of the CP Program. We raise our hands to the children and families that we were honored to work with for their courage, perseverance, and spirit. At the core of the VACFSS values 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 our work. ■



Hand-painted drums made collaboratively by Vancouver Aboriginal Child & Family Services Society staff and youth in care are presented to recipients during cultural ceremonies throughout the year.

FAMILY PRESERVATION AND REUNIFICATION SERVICES

Doris Peters, Manager

Family Preservation and Reunification (FPR) services provides goal-orientated, home-based counselling support services and in-home supports, group work and culturally informed interventions for VACFSS families to address various issues that are deemed to have and may create risk for their children. The program focuses on client engagement and collaborative planning and services and is available to families in the Child Protection, Guardianship and Resources Programs. The FPR counsellors in the program are delegated at C3 and are trained within the *CFCSA* legislation. The purpose of the program is to:

- Improve parenting confidence and abilities
- Prevent children from coming into care
- Promote safe, timely, and lasting reunification and 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 FPR Services (Counselling, Integrated Response and Therapeutic Response) and Associated Services (In-Home Supports, Group Work and Cultural Education events).

The FPR Program is comprised of 20 staff which includes:

- 1 program manager
- 1 family preservation team leader
- 1 clinical supervisor
- 10 family preservation counsellors
- 1 immediate response worker
- 1 group work coordinator
- 1 in-home supports coordinator
- 1 client support elder

- 1 supervisor of administrative support
- 2 administrative support staff

FAMILY PRESERVATION AND REUNIFICATION

The VACFSS FPR counsellors 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 an initial assessment, supervised access, individual counselling, family counselling, crisis intervention, community referrals, and service coordination with other agencies to meet the needs of the family.

This includes facilitating the client's access to services to meet concrete needs, address parenting skills, mediate parent-child conflict, and offer specialized referrals for substance misuse, mental health, domestic violence and anger management. Other services include assisting families in connecting with cultural practices that promote healing, healthy child development, attachment, bonding and resiliency. Counsellors work with individuals and/or families for a period of 6-18 months, and service may be extended for families who are actively engaged and working on established goals.

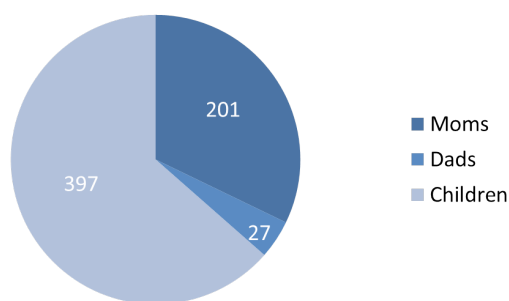
The FPR counsellors provided services to 235 active families and there were 68 new referrals in 2018.

INTEGRATED RESPONSE

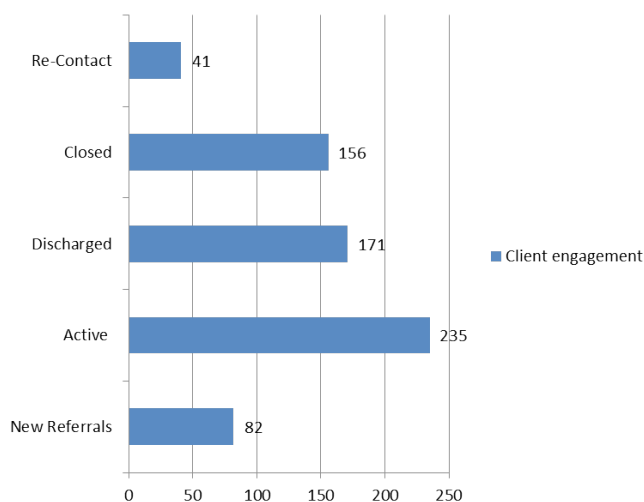
The integrated response worker receives referrals from the VACFSS child protection intake team and assists the child protection worker and families with safety planning for children deemed at risk of harm. During critical or urgent situations, the integrated response worker provides short term intensive support to families to resolve child protection concerns, prevent further family breakdown and assist families

in addressing immediate factors impacting their children's safety. The current integrated response worker has served 32 clients from September 1, 2017 to March 31, 2018.

Who is Involved?



Client engagement



Group Work

THE STRENGTHENING FAMILIES GROUP

Is an 11-week facilitated program of culturally grounded workshops which provides parents with education, support and guidance regarding parenting and provides support to their children to increase social and emotional functioning. The families start each session by sharing a meal together, then, the adults and children move to separate meeting spaces to work on their own topics. The families reconvene in the final hour to engage in communication skills, cultural sharing and activities to strengthen relationships. The group is facilitated by Indigenous Elders and incorporates cultural awareness and teachings. This year, there were 3 – 11-week sessions of strengthening families.

THE STRENGTHENING FATHERS GROUP

Is also an 11-week program that facilitates the exploration of parenting skills, their role as fathers, traditional teachings regarding their role, their interactions with their children, the impact of intergenerational trauma, and multi-generational cycles. The group commences with a shared meal to encourage and promote interaction. Then the fathers engage in the group work and support and share in each other's successes by providing mutual aid and assistance. This group is facilitated by respected Indigenous knowledge keepers and Elders who provide positive mentorship. There were 3 – 11-week sessions of strengthening fathers. In total, there was 937 hours of group work done for both strengthening families and strengthening fathers and the average number of participants per group was 6 in the 2017/2018 fiscal year.

THE SACRED LIFE-GIVERS (SSLG) GROUP

Is a 9-week series offered twice a year. It is culturally informed



and provides supportive workshops to women deemed to have high-risk pregnancies. This group was introduced as a pilot program because of the work done by the high-risk pregnancy committee. The group is intended to be holistic, examining all aspects of carrying a Sacred Bundle and it is meant to nurture participants' strengths and resilience, reduce risk factors, and offer a safe non-judgmental space to connect and share. Through teachings co-facilitated by a FPR counsellor, Elder/Knowledge Keeper, and guest speakers, the Sacred Life-Givers learn cultural concepts of motherhood and carrying a Sacred Bundle, strategies for self-care, reducing risk, increasing protective factors, developmental expectations, ways to foster positive attachment, and community supports. Each week, the group opens with a shared meal, followed by culturally based teachings and discussions and activities relevant to each week's theme. This year the program was offered twice, and it was well received both in-house and with our community partners. A total of 54 hours of group work was provided to the attendees and there were between 3 and 7 participants at each session.

CULTURAL SUPPORT AND EDUCATION

Our FPR counsellors promote healing by connecting families to cultural supports and promoting cultural identity. Further, they encourage and promote cultural connection by:

- Assisting families to locate resources, knowledge, and contacts either in or from their home territories
- Supporting families in accessing cultural knowledge keepers for ceremonies
- Harvesting traditional local medicines for cleansing and healing
- Finding community ceremonies and events for families to attend
- Attending cultural ceremonies/workshops and events alongside families
- Hosting cultural teaching/ ceremonies/ events for families to participate in

This year there was a decrease in the hours of cultural interventions provided to clients of the FPR Program. This was due to a decrease in structured cultural activities available

through the program.

CULTURAL EDUCATION

Throughout the year, VACFSS offered several culturally based events (Ceremony, teachings, and activities) which were available to Child Protection, Guardianship, Resources, Family Preservation and Reunification Programs. Attendees at the events included staff, staff children and families, and client children and families. Therefore, participants were able to partake in cultural teachings and ceremony alongside their assigned workers and separately. The workshops were facilitated by Elders and/or knowledge keepers and the overall goal was to strengthen working relationships, promote healing and resilience, support connections to culture and community, deepen relationships between families and their workers, and to increase the ability of workers to offer culturally safe practice. The cultural teachings and ceremonies are steeped in lessons which begins prior to the cultural teaching (what to wear, what to bring, what to do, their role, and protocols). Staff participate in ceremony as a way of opening their cultural lens which leads to cultural competency and deeper understanding.

This year's cultural teachings included:

- Yuwipi ceremony
- Tobacco tie teachings
- Sweat lodge ceremony
- Traditional teachings

CLIENT SUPPORT ELDER

The Elder at the FPR Program continues to provide families and FPR counsellors with cultural support, guidance, and consultation.

Aside from accompanying FPR counsellors to office interviews and home visits, the Elder attends Family Group Decision Making Conferences, ICM's (Integrated Case Management Meetings), and provides invaluable support and education. In addition, there has been an Elder involved in the group work of strengthening families for over 10 years and the Strengthening Fathers Groups have benefitted from Elder support since its

inception. This fiscal year, cultural services have been provided to 59 clients and 146 hours of cultural support has been provided directly to clients of the FPR Program.

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 the following services to facilitate family visits and/or to reduce risks: access supervision, transportation, 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, monitors and evaluates the service provision and gate keeps waitlists. In-home support services include the following partner agencies:

FAMILY DAY PROGRAM

Family Services of Greater Vancouver provides a group facilitated day program for approximately 10 families. Areas covered during the nine-week program include parent education and skill building designed to increase competence and confidence in parents. Components include traditional Indigenous parenting, age-appropriate expectations, child development, parent/child interaction, behaviour management strategies, social support, self-care and communication skills.

THERAPEUTIC COUNSELLING FOR CHILDREN

The Pace Program offers specialized therapeutic intervention for children who have experienced loss and/or trauma. Through this intervention children are afforded an opportunity to work through, heal and resolve significant experiences that often result in social, emotional and behavioral challenges. The Pace Program within the 2017/2018 fiscal year provided 62 hours of service to children and served an average of 2 clients per month.

CHILD AND YOUTH INTERVENTIONS

Watari assisted in the development of goal-orientated service plans, intensive intervention for up to 10 hours per week per child. Through intensive intervention they promoted the development and reinforcement of social and life skills and connected children and youth to support services, specialized services and group intervention. Within the 2017/2018 fiscal year, there were 1409 hours of intervention provided to children and youth with an average of seven clients served per month.

MENTORING

Through Big Sisters of BC, Lower Mainland 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. Big Sisters has provided one-to-one mentorship to seven children and youth each month with an average commitment of four hours of one-on-one time every two weeks.

DOULA SERVICES

Drake Medox Health provides specialized in-home education and support to assist parents to transition from pregnancy to parenthood. They provide emotional support, educational support, mother care, companionship, breast feeding support, infant care guidance, sibling care and information on community services. Within the 2017/2018 year there were 1818 hours of service provided to 37 expectant moms and moms.

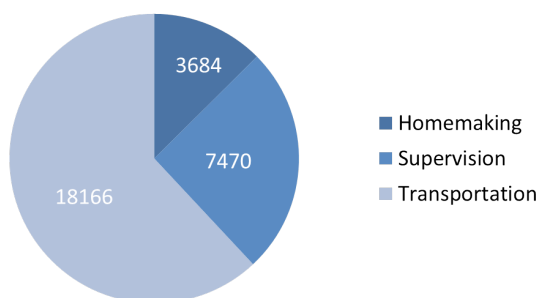
SUPERVISED VISITS, TRANSPORTATION AND HOMEMAKING

In partnership with the Pacific Association of First Nations Women (PAFNW), Circle of Friends Society (COFS), and the Network of Inner City Community Services Society (NICSS), VACFSS families and children are provided with support to visit their children. Visits are either supervised or unsupervised

and children and families are provided with transportation to and from visits if necessary. The service is meant to recognize the integral role families play in the lives of their children by maintaining connection, bonding, and attachment while ensuring safety. This past year, there were a total of 7470 hours of supervised visits and 18166 hours of transportation provided by PAFNW, NICSS, and COFS.

Further, NICSS and PAFNW provide VACFSS clients with homemaking to improve family functioning and to decrease the risk of the child(ren) coming into care or to decrease the amount of time that the child(ren) spends in care. Families are helped with household tasks, modeling, teaching and coaching of home management skills. The service is provided as one component of an integrated service plan. This past year, there were 3684 hours of homemaking provided to clients of VACFSS.

In Home Supports (hours of service)



Top Goals of Service

Both parents and Child Protection social workers identify the below areas as goals to reduce the risks of children coming into care and mitigating risk so that children can be returned home. Often, because of current and historical involvement with systems, family preservation counsellors begin their work with families focusing on developing rapport and building and trust. As a result, they often focus services on areas that the parent can feel successful in addressing and progressively work up to services that require a more trusting relationship. Trauma informed, strength-based and restorative practice are some of the cornerstones of practice with clients.

TOP GOALS OF SERVICE:	
GOALS:	DECOLONIZED UNDERSTANDING OF GOAL AREAS:
Parenting	Intergenerational trauma
Preventing Additions	Lateral oppression and violence
Mental Health	Adverse childhood experiences
Reducing Domestic Violence	Unequal access to economic, health and social opportunities
Concrete Needs	Unequal access to resources to mitigate risk

Accomplishments

- Employee retention is the highest it has ever been
- The strengthening families and strengthening fathers programs are consistent in their service delivery
- There has been an increase in collaboration and inter-program communication
- Increased collaboration with sub-contracted in-home support service providers has resulted in mutual goals, identification of needs and gaps
- Consistent integration of cultural awareness component, i.e.: daily singing and drumming, continuation and implementation of cultural knowledge keepers for social workers and families

Goals

- Continued review of in-home support services, and exploration of alternative models of service delivery to ensure that we continue to be responsive to client access needs
- Continue joint training between Family Preservation and Reunification staff, contractors and Child Protection staff on various topics impacting families to strengthen practice knowledge and how to more effectively deliver services



Honouring our Sacred Bundles invites parents and caregivers to come together in ceremony to bless new babies in their journey through life and reinforce the notion of the child at the centre of family and community.

- Increase and formalize the implementation of Therapeutic Access as per VACFSS Access Policy Directive – March 2017
- Completion of the Family Preservation and Reunification Policy
- Identify areas of program research for the Family Preservation Program to ensure best practice
- Implement feedback process for Strengthening Families, Relatives, Fathers and Honoring our Sacred Life Givers groups
- Become more rigorous in our tracking within all aspects of the Family Preservation and Reunification Program and in-home services
- All groups will be entered into the Sohema software database
- Continuation of cultural awareness component

I returned to VACFSS after seven years in the position of child and youth clinician within Child and Youth Mental Health. Previous to this role I had been with VACFSS in the late 1990s, in the positions of family support worker, cultural coordinator, guardianship social worker and child protection social worker over an 11-year period. In February 2018, I began in the position of family preservation and reunification manager and it has been a rewarding and affirming journey back to working with VACFSS and its vision for the community. Within this short time I have had the opportunity to observe a Strengthening Families Group,

review the content of the groups, gain an understanding of in-home supports (IHS), look at our administrative functioning, gain an understanding of our budget, our subcontracts with our community partners and complete the multi-year report for the board of directors. I have also gained immense respect for the work that the front line staff do with our families in each of their respective roles. Based on all the information that I have gathered, I am very excited to continue my journey with the FPR program.

The statistics are only one part of the story and I am eager to work collaboratively with the team leaders, staff, contractors, and the other programs to develop a full picture of the clients, gaps, and strengths.

Further, we are fortunate to have an amazing group of staff who are committed to the program, want to be involved in developing the vision and are very insightful to the needs, gaps, and strengths. We are beginning to have conversations about how we can ensure that we are working collaboratively with our colleagues in the other programs and ensuring that we are accurately capturing the work that they are doing. Our teams of family preservation counsellors are very keen to spearhead their role and have begun to brainstorm their ideas for moving this forward. ■

RESIDENTIAL RESOURCES

Donald Robertshaw, Manager

The Residential Resource Program's mandate is to provide safe alternative care for Indigenous children that promotes and respects their wellbeing and cultural identity. The Residential Resource Program has our children's best interests at the centre of our work. Our focus and teamwork with all other programs has resulted in children remaining at home with their families with the provision of respite services; enhancing children in continuing care relationships with their parents and families, and children returning home with an extension of their families to include their foster caregivers.

Implementing Restorative Aboriginal Child Welfare Practice remains a cornerstone of VACFSS' practice and continues to guide and strengthen our approach to meeting our children and family's needs and aspirations. The Inclusive Foster Care Policy is a very important pillar of Restorative Practice which ensures that all children in care remain in relationship with their parents, extended family, culture and community. The board of directors and CEO's leadership provides strategic and risk mitigation goals and research that guides the program to focus on improving the lives of our children.

Family and cultural connectedness remains a top priority for the program with implementing, and/or supporting the following activities: Honouring Our Scared Bundles - (First Year Ceremonies), Foster Caregiver Summer Cultural Camp, and Foster caregiver specialized training and cultural training/activities. I am happy to report that VACFSS has successfully facilitated a summer foster caregiver cultural camp for 73 foster caregivers and children. This camp was also enhanced with a traditional healing opportunity using the "Wiwipson Swing-Pitapan Swing" where many children, youth, caregivers, and staff benefited from this therapy. The "Wiwipson Swing-Pitapan Swing" is an Indigenous nurturing and spiritual practice that has been used for generations.

The overall Resource Program services remains strong and focused on supporting our 414 children in care and 165 foster homes. Eighty-five per cent (85%) of these children are residing

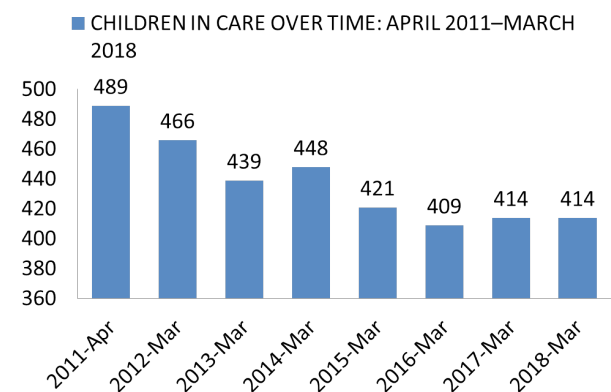
in the community with foster caregivers. The focus continues to support children and their families with respite care, while the children are living with their families as well as child reunification and provision of extended family care.

PROGRAM ACTIVITIES

The Residential Resource Program is composed of three teams with four to five social workers and a team leader. The program also has a manager, resource financial clerk, supervisor of administrative services, and two administrative support staff. One team is focused on the placement of children and foster caregiver recruitment, including foster caregiver SAFE home studies. The other two 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 2017/18 budget was \$17,640,929.

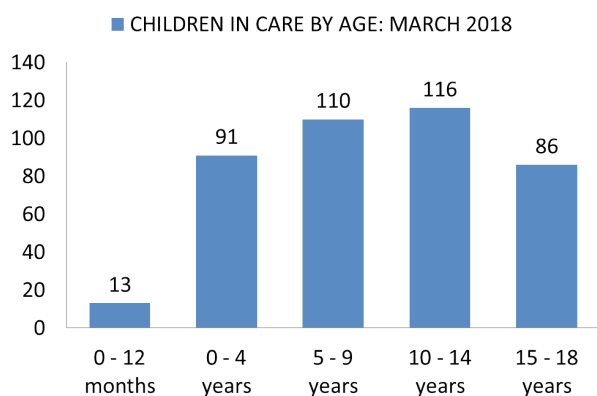
CHILDREN IN CARE STATISTICS

The average number of children in care has decreased over the last 6 years, from 489 (2010/11) to 414 (2017/18).

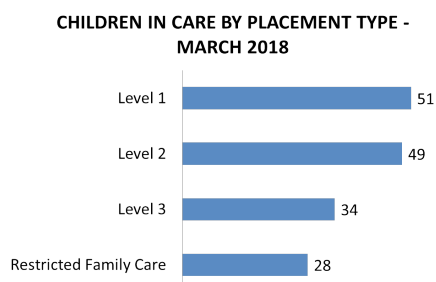


The numbers of children in care by age has changed with an increase of numbers of adolescents and mild decrease of

numbers of children less than 9 years old. The 15 to 18 year old group has decreased from 144 children (2010/11) to 86 children (2017/18). The 10 to 14 year old age group has increased from 78 (2010/11) to 116 (2017/18). The 5 to 9 year old group has increased from 78 children (2010/11) to 110 children (2017/18). The 0 to 4 year old group has decreased from 116 children (2010/11) to 91 children (2017/18). The infant group (0-12 months old) has decreased from 19 (2010/11) to 13 infants (2017/18).



The percentage of children in care residing with foster caregivers is currently 85% which has been quite consistent over the last six years. Monthly averages for children over the last year residing in the following care situations are: children in staffed group home care (12 children), foster placement in other provinces (11 children), children on independent living (5 youth), and children living with family or significant others (8 children). The number of children in child-specific placements has increased from a monthly average of 8 children (2010/11) to 26 children (2017/18).




The program facilitated 192 child placements in 2017/18 which is up from 175 child placements in 2016/17. There are varied results in the child placement by age groups. There was a decrease with child placements by age groups from 135 children (0-11 yrs.) in 2016/17 to 132 children in 2017/18. The number of children aged 12 to 18 years of age has increased from 40 child placements in 2016/17 to 60 child placements in 2017/18.

The collaborative planning consultations and caregivers' commitment to placing siblings together has resulted in 11 children being placed together with their siblings during the reporting period. Collaborative practice was also used to support a number of our special needs and high risk/complex children and youth.

FOSTER CARE PROGRAM

The program remains committed and supported by 165 foster homes. The skill level of the foster caregivers, as indicated by the "Levels of Care System", remains quite equitable with between 34 to 51 foster caregivers in each level. The specialized foster program consists of three levels: level one (new foster caregivers with limited fostering skills) to level three (full time foster caregivers with significant education and experience with children who have significant emotional, behaviour and physical care needs). The numbers of restricted foster homes (family or significant others to the child placed) has remained somewhat constant over the last eight years from 30 homes in 2010/11 to 33 homes in 2017/18. There have been a small number of foster parents who have retired or moved away.

Guardianship/Resources and Child Protection/Resources supervisors and managers working groups continue to improve the identification of high risk/needs children along with assessing and providing additional support for the caregivers. VACFSS resource staff continues to use a structured tracking tool to ensure that all essential tasks are completed, such as implementation of the Inclusive Foster Care Policy, contract



management, criminal record checks, home visits, annual reviews, annual recordings, relief caregiver assessments, and home safety checks. This approach continues to actively monitor and support foster caregiver homes that 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, culture and community was also noted. Foster caregiver support, monitoring, and training are going well with a number of interventions.

CAREGIVER SUPPORT PROGRAM

Hollyburn Family Services provided foster caregiver pre-service training, core caregiver education, and specialized training for VACFSS foster caregivers. Overall foster caregiver training attendance has increased to 322 (2017/18) from 135 foster caregivers (2016/17). VACFSS and Hollyburn provided a wonderful summer foster caregiver camp where over 73 foster caregivers and their children were immersed in cultural practices and structured fun.

The Dave Pranteau Aboriginal Children's Village (located in East Vancouver) continues to provide safe and community housing with 10 foster homes suites and 3 youth homes. 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. Lu'ma Native Housing Youth Mentorship program has been extremely helpful for our youth's transition to adulthood. Hollyburn continues to provide the following services to foster caregivers: foster caregiver support workers, registered clinical counsellors, specialized training, support groups, and cultural activities. In addition, the Vancouver Coastal Health Foundation Program has been extremely helpful with supporting foster caregivers who have children with mental health and suicidal ideation.

FOSTER CAREGIVER RECRUITMENT

Foster caregiver recruitment, and in particular Indigenous foster caregiver recruitment, is a priority for VACFSS. The recruitment social workers have engaged the Vancouver community at numerous significant events throughout 2017/18 including: West Coast Night & Prairie Night—Vancouver Friendship Centre, Hobiye, National Indigenous Peoples Day at Trout Lake, Italian Days, and PRIDE Celebration. The recruitment team is highly motivated to continue with the above events and undertake an intensive social media campaign on Facebook.

A special focus also included recruitment for foster caregiver applicants who can care for 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 majority of foster caregiver inquiries (calls, emails, web requests for information) are mostly due to referrals from VACFSS foster parents and the VACFSS Facebook page and ads. The number of new foster homes opened has varied over the years from 12 homes in 2014/15 to 20 homes (6 Indigenous and 14 Non-Indigenous foster homes) opened in 2017/18.

PARTNERSHIPS AND STAKEHOLDERS

Our partnerships include: Lu'ma Native Housing (housing for foster caregivers and support & mentoring for youth on independent living), Urban Native Youth Association (staffed group home care for female youth), Kiwassa Neighbourhood House (foster caregiver housing), Hollyburn Family Services (foster caregiver support and staffed group home care for youth), MCFD foster caregiver services, (Safe Babies Program & Fostering Early Development), Milieu Child and Family Services (staffed group home care for youth, child specific specialized care & FASD support services), WJS Canada (staffed group home care for youth and child specific specialized care), PLEA (child specific specialized care), Strive (child specific full time and respite/relief specialized care), Children's Corner (respite care), Vancouver Coastal Health ("Boundaries" and "Foundation" programs for foster caregivers), Community Living BC (residential and support services for developmentally challenged adults), SOS Village BC (housing and foster caregiver support), and BC Housing (housing for foster caregivers and

staffed group home providers).

PROGRAM ACHIEVEMENTS AND GOALS

- Continue to enhance foster caregiver recruitment to target Indigenous applicants as well as non-Indigenous 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
- Staff retention, recruitment and training

- Continue to increase inter-program child-focused planning through the Resources/Guardianship and Resources/Child Protection placement committees
- Continue with formal research to enhance VACFSS implementation of Inclusive Foster Care

I am so grateful and inspired to learn, participate, and lead in VACFSS's mission to provide holistic service delivery that culturally and spiritually strengthens Indigenous children and families. ■



GUARDIANSHIP

Holly Anderson, Manager

Program Overview

The guardianship program is responsible for taking care of our children in the most sacred way, ensuring the child is in the centre of their circle and surrounded by a circle of support, family, community and culture. Grounded in a restorative practice approach, the guardianship program provides delegated guardianship services for urban Indigenous children in the continuing care of VACFSS. The core of the work with our children focuses on developing holistic care plans with an emphasis on connection to family, culture and community, and a view to permanency. As part of these plans, we explore permanency for our children through the lens of four quadrants: relational, cultural, physical and legal.

Our team consists of 15 social workers, 3 team leaders, the guardianship consultant, the lifelong connections worker, and a child and youth engagement coordinator. Together, we hold a shared vision of first reducing the number of Indigenous 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 strong sense of Indigenous identity and a leadership vision for their future.

For us to reflect on our practice and continue to develop a strong vision for the program, it is essential that we reflect on the outcomes of our work. A database has been in place for the past seven years which supports us to develop an evidence-based framework for our practice. In recent years, we have augmented our data collection information to include information on children that are leaving care through other arrangements of our permanency planning framework, beginning with rescindments, placement with extended family, a transfer of custody, or through adoption.

This year saw a drop in our numbers to approximately 266 Indigenous children and youth being supported by our program.

The decrease in numbers is due to children and youth moving out of care effectively through our permanency framework and receiving less referrals through our child protection team.

DATABASE INFORMATION

This report reflects the data of youth that left care in 2017, and comparison data against the previous six years. 17 young people aged out of care this year and into community. Six children left our care through other means this year, effectively navigating through a permanency framework where they strengthened ties to their circle and achieved legal permanency.

For our children leaving care and aging into community, the information gathered reflects both 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, as well as by those individuals in the child and youth's circles that surround them.

The following charts offer a seven-year comparison of relevant information. Note the first five years of data collection have been summarized to reflect the average of these years.

NUMBER OF YOUTH LEAVING CARE

YEAR OF AGE OF MAJORITY	YEAR OF BIRTH	NUMBER OF YOUTH	INDIAN STATUS	CLBC ELIGIBILITY
2010 - 2014	1991 - 1995	Average of 33.4 %	Average of 9 (76%)	Average of 8.2 (14%)
2015	1996	26	19 (73%)	9 (35.8%)
2016	1997	26	24 (92%)	11 (42%)
2017	1998	17	15(88%)	5 (30%)

Upon analyzing the information gathered for 2017, some significant data should be noted. Of the youth leaving care this year, 35% were eligible for CLBC services, and effectively transitioned to adult services. Upon leaving care, 41% of youth remained in their former foster home demonstrating a strong sense of belonging that was achieved through their placement. 35% were successfully living independently, and 35% were in a formalized CLBC resource (either a new CLBC resource, or via their previous foster home).

AGE OF YOUTH ENTERING CARE

YEAR	< 1 YR	1 – 4 YRS	5 – 7 YRS	8 – 11 YRS	12 – 14 YRS	15 – 16 YRS
Average 2010 - 2014	11 (31.4 %)	12.4 (37.4%)	5.2 (16.2%)	3.2 (20.6%)	0.8	0.8
2015	9 (35.8%)	7 (27%)	5 (19%)	2 (.08%)	2	1
2016	14 (54%)	11 (42%)	0	1 (4%)	0	0
2017	9 (52%)	5 (30%)	1 (.058%)	2 (.11%)	-	-

This year saw another high rate in children graduating with high school diplomas and leaving certificates. 88% of our cohort achieved this goal, which reflects the program's emphasis on developing strong partnerships with schools and alternative programs that are committed to individualized and culturally inclusive educational plans for our young people. This is also a demonstration of our commitment to the importance of our youth having key life skills as they journey out of care.

EDUCATIONAL LEVEL ACHIEVED AT DISCHARGE


YEAR	GRADE 12 (DOGWOOD)	LEAVING SCHOOL CERTIFICATE	GRADE 11	GRADE 10	LESS THAN GRADE 10
2010 to 2013	Average 11.75 (37%)	Average 24 (17.25%)	Average 5 (15%)	Average 5.5 (17%)	-
2014	11 (33%)	8 (24%)	3 (9%)	6 (18%)	-
2015	12 (46%)	6 (23%)	6 (23%)	1 (4%)	1 (4%)
2016	9 (35%)	9 (35%)	3 (12%)	3 (12%)	2 (8%)
2017	10 (58%)	5 (30%)	1 (.5%)	1 (.5%)	-

LIFELONG PLANNING

This year, the agency formally launched our permanency policy "*Raising our Children Together*" which directly guides and oversees the work that guardianship is doing in moving children on from Continuing Custody Orders. Situated firmly in a restorative practice approach and through the lens of an Indigenous worldview, the policy formalized our approach to permanency offering us a structured guide to our practice. Our commitment to our policy ensures that permanency is strived for in four quadrants of a child's life: cultural, relational, legal and physical. Tracking mechanisms are in place as children navigated returns to family, or formalizing already established kinship ties in the child's circle. Of plans formalized in 2017, one was a rescindment of a care order, one transfer of custodies were completed to family members, and four adoptions plans finalized and transferred to MCFD to complete.

CULTURAL CONNECTIONS, INTERVENTIONS AND PLANNING

The guardianship program is committed to ensuring that the right of children to participate in culture is upheld, and our children and youth develop strong Indigenous identities reflective of teachings from their own communities/nations and strong positive urban Indigenous identities. 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 the province including: Wet'suwet'en, Gitxaan territory, 'Namgis First Nation, Nuu-chah-nulth, Mount Currie Band, Lillooet Nation, and additional communities on traditional Cost Salish territories. Children, caregivers and social workers also travelled to Kawacatoose territory, Sagkeeng First Nation in Manitoba, Tadoule in Northern Manitoba and Sakimay Saskatchewan to participate in homecomings and reunification with extended family.

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

Guardianship is also working through an initiative to develop consistency around cultural plans and best practice in the components of a strong cultural plan. We are doing this with several nation partners including Haida Gwaii, Métis Federation, Lillooet Nation, Gitxaan and Wet'suwet'en.

STAFF DEVELOPMENT

Guardianship continues to be well supported by a long term senior staff team with a low staff turnover rate. Our team continues to be invested in the growth and development of the program, and is actively engaged in training, participating in new initiatives and dedicating incredible energy to walk alongside our children as they journey through care. All team leaders have now completed 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 local MCFD SDA adoption team. Our leadership team was instrumental in the development and launch of our new permanency policy, and all staff engaged in training and mentorship around the policy. This year, social workers continued to develop their skills by attending trainings on trauma informed practice, working with children with FASD, and working with two-spirited

children and youth. Several social workers travelled to Lii Michif Otipemisiwak Family and Community Services in Kamloops to engage in cultural plan training for Métis children in care.

YOUTH ENGAGEMENT

Creating a sense of belonging, resiliency and leadership skills for our young people remains a core focus for the program. We continue to engage youth in a variety of creative and cultural ways to ensure they experience opportunities to heal from trauma, have their voices heard, and develop strong Indigenous identities.

This year, our children and youth participated in the Honouring the Journey of our Youth Ceremony, Culturally Relevant Urban Wellness Program (CRUW), and acted as mentors at the CIRCLE program. The youth advisory committee hosted the sixth annual youth conference titled "Young and Resilient." 65 youth came to celebrate culture, engage in activities, and be inspired by presenters who had experienced the care system and overcame adversity.

The Youth Advisory Committee continues to be a strong and committed group of youth in or from our care that are committed to advocacy for change in the care system and ensuring that VACFSS holds a youth voice. The 12 young people on the committee are a living example of best practice in honouring the voice of Indigenous youth in and from care and the best ways of doing so. Embedded in the agency, they continue to lead us in best practice, have input into policy, and advocate in the larger community. This year they have expanded their scope and added their voices to many projects and initiatives.

In June, four young people travelled to the territory of the Sami people in Alta, Norway to participate in the 4th annual Indigenous Social Work Conference where they highlighted best practices in youth engagement with Indigenous youth in and from care. In the fall, they travelled to Calgary to participate in an Access to Justice Conference, and a knowledge exchange with another Indigenous youth committee. Shortly thereafter they travelled to Victoria to demonstrate on the legislature as part of a rally for youth leaving care. They have developed a strong and respectful partnership with the MCFD Youth Advisory Council and travelled to Victoria for a weekend retreat with



The Honouring the Journey of our Youth ceremony is a rite of passage recognized in the Indigenous community as a sacred transition from youth to adulthood. At the ceremony, youth are presented with gifts for their journey and blessed by an Elder and recognized by their peers and community.

them where they presented on their knowledge and teachings to-date. Here, they met with Minister Conway and advocated for the ongoing expansion of the AYA program and extended care past the age of 19.

They are active in implementing VACFSS's research findings to develop engaged and strong leaders throughout the care system, and keen to continue their strong partnerships with First call, the RCY, Vancouver Foundation and local knowledge keepers and Elders. Central to their advocacy agenda are issues such as advocating for a robust after care system, consistency in the care system, and mandatory mentorship for every child in care.

CHILDREN'S ENGAGEMENT

Now in its second year or season, the CIRCLE program continues to engage our youngest leaders in cultural teachings, language and play. Guided by our cultural committee and knowledge keepers, the Children's Indigenous Rights, Culture Language and Education (CIRCLE) program is an after school program for our children in care that is grounded in an Indigenous approach and focuses on cultural teachings. Partnering with community knowledge keepers, our children have been immersed in age appropriate teachings, activities, song and dance. They proudly demonstrated some of their newfound teachings at quarterly "Little Big House Feasts" where the circles that surround the children come together to celebrate their gifts and culture.

PLANS FOR THE UPCOMING YEAR

Guardianship looks forward to strengthening our initiatives in some key areas in the upcoming year including cultural planning, permanency and aging youth into community. Currently, Guardianship holds strong partnerships with several First Nation communities that offer partnership to develop strong and rich cultural plans. We wish to take these teachings of detailed cultural planning and ensure that all children, regardless of nation, are offered the same in-depth cultural planning. We are working on identifying best practices in cultural planning to ensure that all children and youth receive the same immersion in their planning. Guardianship will continue to strengthen our permanency framework by ensuring robust tracking of our children and their planning, and increasing staff's capacity around permanency. This includes sending more staff to adoption delegation training and to continue to build our capacity in this arena to fulfill children's legal permanency within their own circles.

Together with the Youth Advisory Committee, Guardianship has been advocating and adding our voice to the social movement of expanding the services for youth as they age into community and advocating for a great after care system. We look forward to working towards a further expansion of the agreements with Young Adults Program, and additional community based programs expanding their mandate past the age of 19, given there is a need for additional services for youth who have aged out of care as it pertains to education, employment and pre-employment programs and supports. ■



VACFSS Participation in the Walk for Reconciliation

Kim Louie, Management Consultant

This year, VACFSS participated in the Walk for Reconciliation on September 24, 2017 with thousands of other Canadians, to honour the intergenerational lives taken and to honour the survivors and those impacted by the Indian residential school system and to support youth in all communities. Along with our staff, we joined the walk with 100 of our children and families, as well as hosted pre- and post-dialogue events, so that our younger generation could understand the impact of the Indian residential schools system, and begin the road to reconciliation. The walk was a positive movement to build better relationships among Indigenous peoples and all Canadians.

The walk was not only an opportunity to begin dialogue, but to provide our children and families with a sense of renewal and hope. We provided our children and their parents with new running shoes and t-shirts. Since the walk coincided with the beginning of the new school year, the items were put to good use and much appreciated. We thank all staff and families who participated, and special thanks to Sport Chek who accommodated our bulk order of runners, at cost. ■



FINANCE

Greg LeBlanc, Manager

Leading into 2018, costs have increased in the areas of specialized placements, out-of-care expenditures, and in-home and client support costs. These increases required the agency to incur significant deficits in prior years.

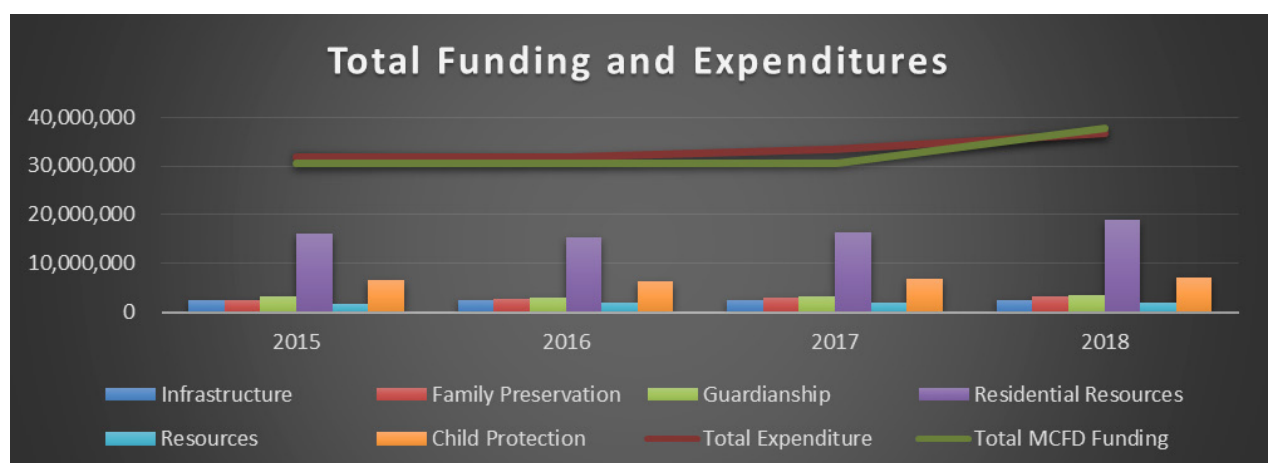
Stagnant funding and increasing cost pressures resulted in a series of meetings with the Ministry of Children and Family Development (MCFD) to more adequately fund the increasing needs of Indigenous children and families. These meetings have coincided with a new approach in funding for Delegated Aboriginal Agencies and MCFD service delivery areas where parity and consistency is the primary goal. One of the most significant changes is the inclusion of child in care expenditures under "Maintenance." Funding for children in care and related supports had been underfunded in the past and has resulted in significant deficits for the society.

The total surplus in 2017/2018 was \$1,338,691, of which \$618,908 was held as deferred contributions of \$221,861 in Guardianship/ Resources and \$397,047 in Child Protection. Surpluses were generated in all departments except Infrastructure, which resulted in a less than anticipated deficit of \$190,586, and the difference was carried as surplus.

This surplus was primarily the result of funding shortfalls in 2016/2017. As such funding was unanticipated at the year end of 2017, the agency carried a significant deficit in that year.

VACFSS was also provided a grant for cultural initiatives, that are integral to the annual service plans, in the amount of \$688,000 which further contributed to the agency's surplus for past expenditures in this area.

The following graph shows the Agency revenue and departmental expenditures.



A historical perspective is necessary to show the impact of the additional funding received for past years. VACFSS management reviewed 2016/2017 and 2017/2018 funding to expenditure with the MCFD, and in 2018 received funding to cover shortfalls in those years.

The agency deficits over the past four years are as follows:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Total Revenue	\$30,921,340	\$30,525,677	\$31,678,159	\$36,792,173
Total Expenditures	<u>\$31,234,072</u>	<u>\$30,808,708</u>	<u>\$32,758,594</u>	<u>\$36,072,390</u>
Surplus/(Deficit)	-\$312,732	-\$283,031	-\$1,080,435	\$719,783

However, the surplus reported in 2018 is misleading. \$1.229 million was received in 2018 for underfunding in 2017, which provided a larger than anticipated surplus for the year. When restated to the appropriate years, the agency is still slightly underfunded, as the following table shows:

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
2017/18 Funding reallocation	\$30,921,340	\$30,525,677	\$32,937,988	\$35,562,344
Annual Expenditures	<u>\$31,234,072</u>	<u>\$30,808,708</u>	<u>\$32,758,594</u>	<u>\$36,072,390</u>
Surplus/(Deficit)	(\$312,732)	(\$283,031)	\$179,394	(\$510,046)

However, ongoing discussions with the MCFD brings optimism that adequate funding for children and family needs will ensure that VACFSS is able to fulfill its mandate to our clients and families.

Departmental Overview

INFRASTRUCTURE

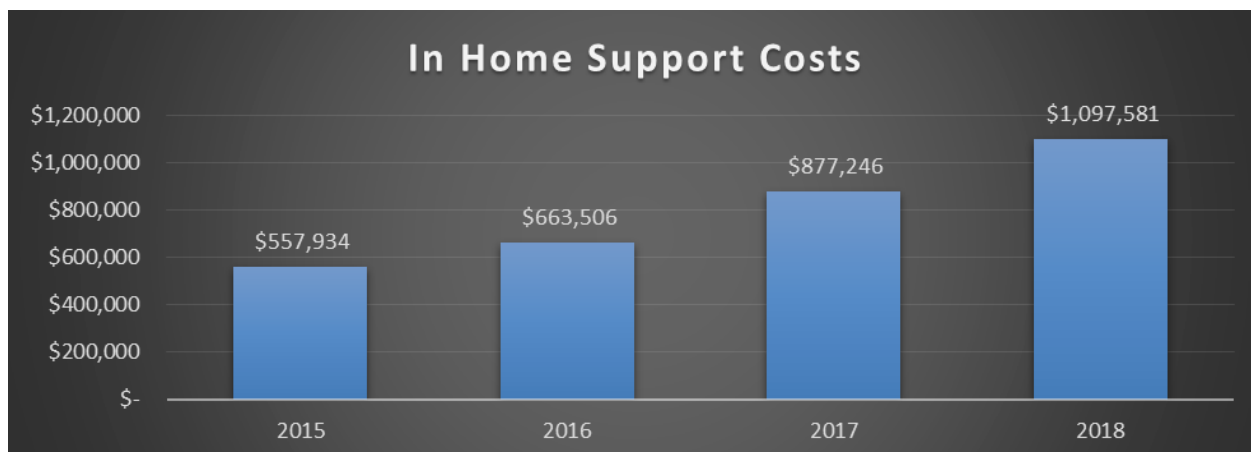
Infrastructure began the year with a budgeted \$497,974 deficit, but efficiencies in wages, operational costs, and increased Infrastructure support from other departments (due to funding increases) resulted in a reduced overall deficit of \$190,586.

Infrastructure funding, other than wage related increases, have remained consistent with past years at \$1,974,782.

Infrastructure costs were 6.3% of the total funding for delegated programs, and no significant changes were incurred throughout the year.

FAMILY PRESERVATION AND REUNIFICATION

Provincial Funding for Family Preservation and Reunification has remained consistent with past years at \$2,663,904, and the department received an additional \$40,000 public donation to support the Strengthening Families and Fathers program. Total expenditures were \$3,073,507 driven by rising in-home support costs. The following graph shows the year over year increase:



In response to these departmental cost pressures, MCFD funding received in 2017/2018 pertaining to the 2016/2017 year of \$462,265 to Child Protection was allocated to support their utilization of these costs, and one-time cultural funding of \$200,000 allocated to this department to result in a \$294,812 surplus.

GUARDIANSHIP AND RESOURCES

MCFD funding in this area has remained consistent with past years at \$4,243,761. Funding transfers from Residential Resources for permanency planning and Child Protection for concrete needs and out of care have been correctly transferred from Maintenance through "Inter-fund Transfers," and the departments funding and expenditure are balanced.

Expenditures are \$5,271,658, and the surplus of \$221,861 has been transferred to deferred contribution to support future costs.

Support costs for children in care have increased significantly from past years, but other costs have remained consistent.

Some of the expenditures for permanency planning in guardianship meet the maintenance funding criteria, and will be funded at actual going forward. This new approach is significant in that it will reduce the limitations and deficits arising from the past contract funding approach.

Initiatives such as CRUW were adequately funded from the Cultural funding received with expenditures of \$95,952.

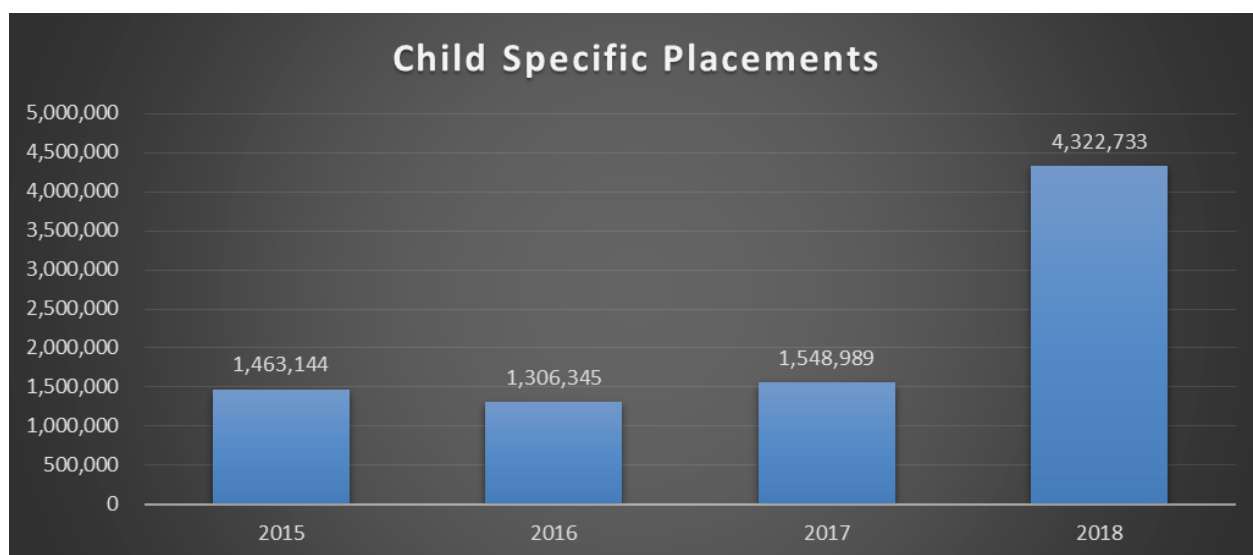
The Gifts of our Children Fund raised \$16,812, and increased awareness of this initiative is enabling utilization of these funds for children who demonstrate ongoing and consistent interest in a particular area of skill which is not covered by core funding. This initiative is 100% funded by public donations, and has made an impact on several children, from dance lessons, sporting equipment, music, and art. Additional focus will be placed on this initiative, and VACFSS is confident that this level of funding will continue as more emphasis is placed on this grass-root support for developing the gifts of our children.

RESIDENTIAL RESOURCES

Provincial government contributions increased by \$5.8 million to \$20,975,926 with \$18,953,320 of expenditures. This is a reflection

of the funding received under the “maintenance” funding model for 2017 and 2018. \$1.6 million dollars of this funding increase was transferred to other departments to align with related expenditures.

Significant cost pressures in child-specific placements have more than doubled due to increased case complexity and additional children requiring specialized care. Prior to the maintenance funding received, VACFSS was incurring deficits to provide these needed services.

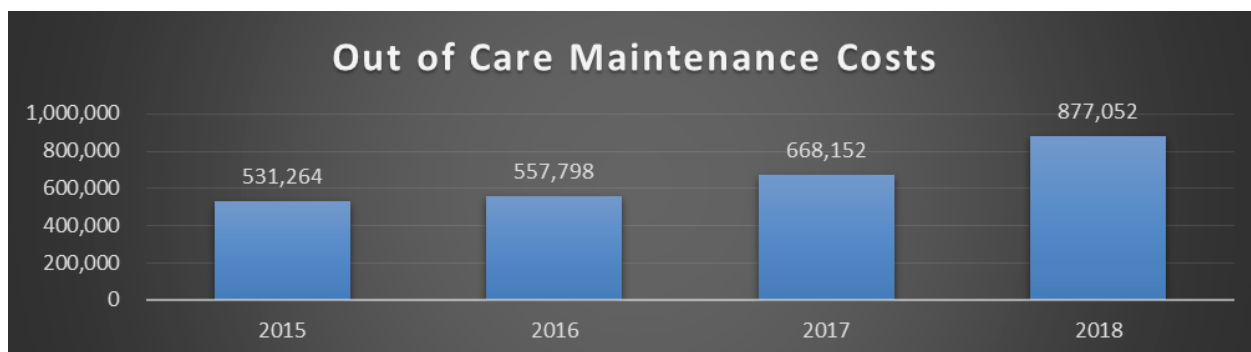


Due to the additional funding received, Residential Resources was able to report a surplus of \$615,557 which will be utilized to ensure VACFSS has the resources to provide services required in the future.

CHILD PROTECTION

Funding in this area has increased by \$1 million to \$7,532,102, and is primarily from current and past year Maintenance funding received for out of care placements, as well as past year wage increases received in the current year. The MCFD provided \$462,265 in each of 2016/2017 and 2017/2018 for actual costs incurred in out of care maintenance. Other costs have remained consistent with a slight decline in wage related expenditures.

Expenditures for the year were \$6,914,108, and the net surplus of \$397,047 was carried as a deferred contribution for future periods.



SUMMARY

The 2017/2018 year has been an eventful period for VACFSS. Past deficits have been recovered to bring the agency back to its 2015/2016 net funding levels and ensures that the agency has available reserve capital of 11% of estimated future annual expenditures.

The 2016 and 2017 years resulted in deficits of \$312,732 and \$1,080,435 respectively, and the current year surplus and contributions deferred was sufficient to cover these deficits.

The ongoing discussions related to funding and cost pressures have enabled VACFSS to continue to provide the services required by our children and families in need. ■



AUDITOR'S REPORT

KPMG

Financial Statements of

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Year ended March 31, 2018



KPMG LLP
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INDEPENDENT AUDITORS' REPORT

To the Members of Vancouver Aboriginal Child & Family Services Society

Report on the Financial Statements

We have audited the accompanying financial statements of Vancouver Aboriginal Child & Family Services Society, which comprise the statement of financial position as at March 31, 2018, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's 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.

Auditors' 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 our 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, we consider 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.

KPMG LLP, is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.



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Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Vancouver Aboriginal Child & Family Services Society as at March 31, 2018 and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Comparative Information

The financial statements of Vancouver Aboriginal Child & Family Services Society as at and for the year ended March 31, 2017 were audited by another auditor who expressed an unmodified opinion on those financial statements on June 13, 2017.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act (British Columbia), we report that, in our opinion, the accounting principles applied in preparing and presenting the financial statements in accordance with Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a single horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants

Burnaby, Canada

August 7, 2018

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Financial Position

March 31, 2018, with comparative information for 2017

	2018	2017
Assets		
Current assets:		
Cash and cash equivalents (note 2)	\$ 4,674,777	\$ 2,495,953
Short term investments (note 3)	506,958	1,105,701
Accounts receivable	47,559	388,645
GST receivable	35,560	37,512
Prepaid expenses	147,885	87,379
	<u>5,412,739</u>	<u>4,115,190</u>
Security deposits paid	45,201	45,201
Long term investments (note 3)	1,000,000	2,000,000
Capital assets (note 4)	202,699	263,884
	<u>\$ 6,660,639</u>	<u>\$ 6,424,275</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 999,387	\$ 1,101,772
Payroll liabilities	431,843	366,889
Deferred contributions (note 5)	753,706	134,798
Due to Ministry of Children and Family Development		
	<u>1,115,638</u>	<u>2,159,928</u>
	3,300,574	3,763,387
Deferred capital contributions (note 7)	92,029	112,635
	<u>3,392,603</u>	<u>3,876,022</u>
Net assets:		
Net assets invested in capital assets (note 8)	110,670	151,249
Internally restricted - capital acquisition	1,762,641	1,762,641
Unrestricted (note 12)	1,394,725	634,363
	<u>3,268,036</u>	<u>2,548,253</u>
Operating leases (note 9)		
	<u>\$ 6,660,639</u>	<u>\$ 6,424,275</u>

See accompanying notes to financial statements.

On behalf of the Board:



VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Funding revenues:		
Provincial government contributions - Principal funding	\$ 37,390,475	\$ 31,002,657
Deferred contributions: (notes 6 and 7)		
Related to operations - recognized (carried forward) in year	(618,908)	717,554
Related to capital assets amortization	30,056	25,393
Related to capital assets purchases	(9,450)	(67,445)
	(598,302)	675,502
	36,792,173	31,678,159
Expenses:		
Direct program costs:		
Automobile expenses	158,204	164,364
Caregiver expenses	548,709	453,435
Child-in-care costs	1,030,079	828,603
Client assistance	27,333	224,532
Collaborative practice costs	12,920	11,426
Contract services	1,491,419	1,170,579
Cultural intervention costs	226,560	250,286
Family support expenses	402,231	348,198
Materials residential resources cost	18,102,662	15,679,385
Out of care children	8,163	3,429
Out of care caregivers	10,831	6,941
Out of care maintenance	877,052	668,152
Program supplies and miscellaneous	223,442	34,557
Salaries and benefits	8,122,986	8,213,508
Telephone and cellular	21,240	23,237
	31,263,831	28,080,632
Service costs:		
Amortization	51,028	79,504
Contract services	1,600	1,373
Bank charges and interest	75	150
Equipment leasing	10,922	10,921
Equipment purchases	17,299	8,897
Office and general	181,611	142,932
Postage and courier	-	16,472
Public relations and community services	3,650	3,239
Rent and repairs	1,355,365	1,290,093
Salaries, labour and benefits	1,165,543	1,150,646
Special events	5,052	1,466
Staff related costs	37,125	88,354
Telephone, fax and cellular	119,492	114,119
	2,948,762	2,908,166

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Expenses (continued):		
General and administration expenses:		
Salaries, labour and benefits	1,663,904	1,760,983
Board expenses	25,680	24,565
Equipment purchases	13,508	3,390
Bank charges and interest	6,446	6,156
Computer supplies	14,253	14,924
Amortization	19,608	16,584
Contract services	7,589	29,608
Insurance	18,219	17,853
AGM	2,962	1,978
Equipment leasing	2,220	2,220
Professional fees	56,922	62,500
Staff related costs	143,716	158,722
Telephone, fax and cellular	27,910	28,381
Public relations and community services	19,175	17,375
Rent and repairs	201,091	199,405
Office and general	47,158	51,662
Professional dues and membership	6,372	10,786
Special events	48,409	318
	<u>2,325,142</u>	<u>2,407,410</u>
Excess (deficiency) of revenue over expense before undernoted	254,438	(1,718,049)
Other revenues:		
Resource homes revenue	189,093	439,171
Other income (note 11)	276,252	198,443
	<u>465,345</u>	<u>637,614</u>
Excess (deficiency) of revenue over expense	\$ 719,783	\$ (1,080,435)

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Changes in Net Assets

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Net assets, beginning of year	\$ 2,548,253	\$ 3,628,688
Excess (deficiency) of revenue over expenses infrastructure (schedule 2)	(190,586)	(335,545)
Excess (deficiency) of revenue over expenses - restricted programs (note 12)	910,369	(744,890)
Net assets, end of year	\$ 3,268,036	\$ 2,548,253

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Cash Flows

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expense	\$ 719,783	\$ (1,080,435)
Items not involving cash:		
Amortization	70,635	96,088
Amortization of deferred capital contributions	(30,056)	(25,393)
	760,362	(1,009,740)
Changes in non-cash operating working capital:		
Decrease (increase) in accounts receivable	341,086	(201,263)
Decrease in GST receivable	1,952	33,962
Increase in prepaid expenses	(60,506)	(15,297)
Decrease in accounts payable and accrued liabilities	(102,385)	(58,322)
Increase (decrease) in deferred contributions	618,908	(717,554)
Increase in payroll liabilities	64,954	35,808
Decrease in due to Ministry of Children & Family Development	(1,044,290)	163,376
	580,081	(1,769,030)
Financing:		
Proceeds from deferred capital contributions	9,450	67,445
Investing:		
Acquisitions of capital assets	(9,450)	(71,762)
Proceeds from long term investments	1,000,000	850,000
Decrease in short term investments	598,743	498,105
	1,589,293	1,276,343
Increase (decrease) in cash and cash equivalents	2,178,824	(425,242)
Cash and cash equivalents, beginning of year	2,495,953	2,921,195
Cash and cash equivalents, end of year	\$ 4,674,777	\$ 2,495,953

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements

Year ended March 31, 2018

Vancouver Aboriginal Child & Family Services Society (the "Society" or "VACFSS") was incorporated on May 28, 1992 under the laws of British Columbia. On May 3, 2017, the Society transitioned to the new Societies Act (British Columbia) after it came into effect on November 28, 2016. The Society is a registered charitable organization under the Income Tax Act and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

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 funds 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.

1. Significant accounting policies:

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the Chartered Professional Accountants (CPA) Handbook and include the following significant accounting policies:

(a) 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.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2018

1. Significant accounting policies (continued):

(b) Long term Investments:

Long term investments are fixed income investments with maturity dates greater than twelve months from year end.

(c) 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 is provided using the declining balance method and following annual rates or over the lease term, as appropriate.

Asset	Rate
Office equipment	30%
Vehicles	30%
Computer	30%
Telephone equipment	30%
Computer software	100%

Leasehold improvements are amortized on a straight-line basis over the term of the lease.

When a capital asset no longer contributes to the Society's ability to provide services, its carrying amount is written down to its fair value.

(d) Revenue recognition:

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. Contributed capital assets or contributions restricted for the construction or purchase of capital assets are deferred and amortized into revenue on a declining balance basis, at a rate corresponding with the amortization rate for the related capital assets.

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

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

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2018

1. Significant accounting policies (continued):

(e) Employee future benefits:

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 10).

(f) 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 financial assets 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.

(g) 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.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2018

2. 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 Society 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, 2018, none of bank's line of credit and leasing credit and \$42,174 of the visa card credit were utilised.

3. Short term and long term investments:

	2018	2017
Guaranteed Investment Certificates at cost plus accrued interest at rates varying around 2% per annum, maturing on varying dates from February 1, 2019 to November 12, 2019	\$ 1,506,958	\$ 3,105,701

This is analysed as follows:

	2018	2017
Short term investments	\$ 506,958	\$ 1,105,701
Long term Investments	1,000,000	2,000,000
	\$ 1,506,958	\$ 3,105,701

4. Capital assets:

			2018	2017
	Cost	Accumulated amortization	Net book value	Net book value
Office equipment	\$ 320,656	\$ 288,331	\$ 32,325	\$ 33,076
Vehicles	102,442	92,837	9,605	13,015
Computer	523,015	380,168	142,847	193,543
Telephone equipment	248,296	236,346	11,950	16,192
Leasehold improvements	125,202	119,230	5,972	8,058
	\$ 1,319,611	\$ 1,116,912	\$ 202,699	\$ 263,884

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2018

5. 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. During the year, the Society incurred surpluses of \$221,861 in Guardianship and Resources and \$397,047 in Child Protection and have recorded these surpluses as deferred revenue to be used in subsequent periods.

6. Due to Ministry of Children and Family Development:

The amount due to Ministry of Children and Family Development relates to the Society's use of the Ministry's child maintenance resources. The amount is without interest or specific terms of maturity.

7. Deferred capital contributions:

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

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

	2018	2017
Balance, beginning of year	\$ 112,635	\$ 70,583
Proceeds from deferred capital contributions	9,450	67,445
Amortization of deferred capital contributions	(30,056)	(25,393)
	\$ 92,029	\$ 112,635

8. Investment in capital assets:

(a) Investment in capital assets is calculated as follows:

	2018	2017
Capital assets	\$ 202,699	\$ 263,884
Amounts financed by:		
Deferred contributions related to capital assets	(92,029)	(112,635)
	\$ 110,670	\$ 151,249

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2018

8. Investment in capital assets (continued):

(b) Change in net assets invested in capital assets is calculated as follows:

	2018	2017
Deficiency of revenue over expenses:		
Amortization of deferred capital contributions	\$ 30,056	\$ 25,393
Amortization of capital assets	(70,635)	(96,088)
	(40,579)	(70,695)
Net change in investment in capital assets:		
Purchase of capital assets with unrestricted funds	-	4,317
	\$ (40,579)	\$ (66,378)

9. Operating leases:

The Society occupies leased premises in various buildings under operating leases. The annual charges consist of the basic rent and the proportion share of operating expenses. 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 four years are as follows:

2019	\$ 1,166,232
2020	1,020,823
2021	1,020,823
2022	31,733
	\$ 3,239,611

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2018

10. Pension plan:

VACFSS and its employees contribute to the Public Service Pension Plan (a jointly trustee pension plan). The Public Service Pension Board of Trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at March 31, 2018, the plan has about 57,000 active members and approximately 46,000 retired members.

The latest actuarial valuation as at March 31, 2017, indicated a funding surplus of \$1,896 million for basic pension benefits. The next valuation will be March 31, 2020.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

VACFSS paid approximately \$804,022 (2017 - \$838,405) for employer contributions to the plan during the year-ended March 31, 2018.

11. Other income:

	2018	2017
Culturally Relevant Urban Wellness (CRUW) grants	\$ 113,078	\$ 70,916
Donations	16,812	650
Interest income	96,407	118,651
Miscellaneous income	8,845	8,226
Strengthening Families grants	41,110	-
	\$ 276,252	\$ 198,443

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2018

12. Restricted programs:

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.

	Guardianship and resources (schedule 1)	Residential resources (schedule 3)	Family preservation (schedule 4)	Child protection (schedule 5)	Total
Balance, beginning of year	\$ -	\$ -	\$ -	\$ -	-
Revenues	4,155,327	21,165,169	2,712,316	7,143,963	35,176,775
Expenditures	5,271,658	18,953,320	3,073,507	6,914,108	34,212,593
Interfund transfers	1,116,331	(1,596,292)	656,003	(229,855)	(53,813)
Surplus for the year	-	615,557	294,812	-	910,369
Surplus transferred to unrestricted net assets	-	(615,557)	(294,812)	-	(910,369)
	\$ -	\$ -	\$ -	\$ -	-

During the year, the Society received \$1.2 million in funding related to deficits incurred in prior years and accordingly has been recognized in the current year. The surplus created as a result of this funding has been transferred to unrestricted net assets.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2018

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 subject to an exit levy representing 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, 2018, there was no exit levy payable that was associated with VACFSS.

14. Financial risks and concentration of credit risk:

(a) Liquidity risk:

Liquidity risk is the risk that the Society will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Society manages its liquidity risk by monitoring its operational requirements. The Society prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Society is exposed to credit risk with respect to its cash, investments, and accounts receivable. The Society assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. Cash and investments are held with a large Canadian bank and credit risk is considered low.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2018

13. Financial risks and concentration of credit risk (continued):

(c) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. It is management's opinion that the Society is not exposed to significant currency risk or other price risk.

(d) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The fair values of fixed rate financial instruments are subject to change, since fair values fluctuate inversely with changes in market interest rates. The cash flows related to floating rate financial instruments change as market interest rates change. The Society is exposed to interest risk on its fixed income securities (note 3) and manages that risk by using a portfolio with varying terms to maturity.

15. 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.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2018

16. Directors and officers:

The information requirements, under section 36(1) of the new Societies Act (British Columbia) with regards to the disclosure obligations of the society's directors, employees and contractors, remuneration are as follows:

	Amount as a director	Amount other than as a director	Capacity
Treasurer	\$ -	\$ 500	Interview panel
Director	-	10,450	Program support
	\$ -	\$ 10,950	

Employees and contractors

The total amount paid in respect of the 10 most highly remunerated employees and contractors during the year was \$8,447,321 as shown below. None of these are employees of the Society.

2018	Amount
Residential and child care services and caregiver support	\$ 2,645,327
Residential and child care services	1,255,921
Residential and child care services	1,032,505
Residential and child care services	877,006
Home support services	842,244
Residential and child care services	635,600
Group home care	630,842
Respite and relief services	164,896
Supervised visitation services	160,071
Foster	202,909
	\$ 8,447,321

17. Comparative information:

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 (R00139809)

Schedule of Revenues and Expenses

Schedule 1

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Revenues:		
Provincial government contributions - Principal funding	\$ 4,243,761	\$ 4,770,963
CRUW grant	113,078	70,916
Other income	16,812	575
	4,373,651	4,842,454
Deferred contributions:		
Related to operations - recognized (carried forward) in year	(221,861)	28,568
Related to capital assets amortization	3,537	4,577
Related to capital assets purchases	-	(638)
	(218,324)	32,507
	4,155,327	4,874,961
Direct program costs:		
Automobile expenses	85,494	87,313
Contract services	148,465	140,789
Cultural intervention costs	189,787	196,227
Donation expense-C Montour	-	1,000
Program supplies	338	1,046
Salaries and benefits	2,984,949	2,993,706
Staff expenses	19,708	21,850
Telephone and cellular	6,498	6,997
	3,435,239	3,448,928
Child-in-care costs:		
Allowances/dental	18,289	34,660
Client minding costs	57,998	65,108
Client travel	154,996	123,164
CIC - Clothing grant	15,221	17,410
Education/school events	82,030	66,378
CIC - Equipment	17,843	22,013
Foods and Household	95,504	87,160
CIC - Recognizing Milestones	3,558	2,615
Medical expenditures	47,163	51,826
Living with family and friends	19,285	20,285
Others	185,018	62,821
Professional support and services	99,550	77,918
	796,455	631,358
Net funding contribution	\$ (76,367)	\$ 794,675

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Guardianship and Resources (R00139809) (continued)

Schedule of Revenues and Expenses

Schedule 1

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Services costs:		
Amortization - Capital assets	\$ 17,924	\$ 25,379
Equipment leasing	2,471	2,470
Equipment purchases	6,684	4,883
Office and general	54,842	57,928
Public relations and community services	3,569	2,930
Rent	460,136	451,176
Salaries, labour and benefits	423,064	420,737
Security	576	516
Special events	444	750
Staff related costs	27,540	15,321
Telephone fax and cellular	42,714	43,506
	1,039,964	1,025,596
Deficiency of revenues over expenses for the year	(1,116,331)	(230,921)
Interfund transfers	1,116,331	(20,197)
Deficiency of revenues over expenses for the year	\$ -	\$ (251,118)

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Infrastructure (R000139810)

Schedule of Revenues and Expenses

Schedule 2

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Revenues:		
Provincial government contributions - Principal funding	\$ 1,974,782	\$ 1,847,809
Other income	101,352	122,427
	2,076,134	1,970,236
Deferred contributions:		
Related to operations - recognized (carried forward) in year	-	-
Related to capital assets amortization	14,059	9,340
Related to capital assets purchases	(9,450)	(36,874)
	4,609	(27,534)
Net funding contributions	\$ 2,080,743	\$ 1,942,702

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Infrastructure (R000139810) (continued)

Schedule of Revenues and Expenses

Schedule 2

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
General and administrative expenses:		
AGM	\$ 2,962	\$ 1,978
Amortization - Capital assets	19,608	16,584
Bank charges and interest	6,446	6,156
Board expenses	25,680	24,565
Computer support	14,253	14,924
Contract services	7,589	29,608
Equipment leasing	2,220	2,220
Equipment purchases	13,508	3,390
Insurance	18,219	17,853
Office and general	47,158	51,662
Professional fees	56,922	62,500
Public Relations and Community Services	19,175	17,375
Rent and repairs	201,091	198,479
Salaries, labour and benefits	1,663,904	1,760,983
Security	-	926
Special events	48,409	318
Staff related costs	143,716	158,722
Telephone fax and cellular	27,910	28,381
Professional Dues and Memberships	6,372	10,786
	2,325,142	2,407,410
Deficiency of revenues over expenses for the year	(244,399)	(464,708)
Interfund transfers	53,813	129,163
Net deficiency of revenues over expenses for the year	\$ (190,586)	\$ (335,545)

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Residential Resources (R000139808)

Schedule of Revenues and Expenses

Schedule 3

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Revenues:		
Provincial government contributions - Principal funding	\$ 20,975,926	\$ 15,176,516
Resource homes revenue	189,093	439,171
Cultural program funding	-	88,891
Other income	150	450
	21,165,169	15,705,028
Deferred contributions:		
Related to operations - recognized (carried forward) in the year	-	684,854
	21,165,169	16,389,882
Direct program costs:		
Automobile expenses	1,090	1,576
Contract services	186,262	102,560
Cultural intervention costs	3,066	4,035
Program activities and miscellaneous	618	1,652
Residential resources costs	18,102,662	15,679,385
Salaries and benefits	92,031	89,655
	18,385,729	15,878,863
Caregiver costs:		
Caregivers expenses	459,409	359,167
Foster parent appreciation night	19,821	19,581
Foster parent recruitment	9,299	14,587
Kiwassa Housing	60,180	60,100
	548,709	453,435
Net funding contributions	\$ 2,230,731	\$ 57,584

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Residential Resources (R000139808) (continued)

Schedule of Revenues and Expenses

Schedule 3

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Service costs:		
Automobile expenses	\$ 522	\$ 85
Bank charges	-	-
Equipment leasing	53	53
Equipment purchases	513	5
Office and general	505	417
Public relations & community services	81	260
Rent and repairs	10,207	10,004
Salaries, labour and benefits	514	-
Special event	4,294	750
Staff related costs	1,347	162
Telephone fax and cellular	846	848
	18,882	12,584
Excess of revenues over expenses for the year	2,211,849	45,000
Interfund transfers	(1,596,292)	(45,000)
Net excess of revenues over expenses for the year	\$ 615,557	\$ -

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Family Preservation (R000139806)

Schedule of Revenues and Expenses

Schedule 4

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Revenues:		
Provincial government contributions - Principal funding	\$ 2,663,904	\$ 2,587,864
Other income	41,360	225
	2,705,264	2,588,089
Deferred contributions:		
Related to operations - recognized (carried forward) in year	-	4,132
Related to capital assets amortization	7,052	3,808
Related to capital assets purchases	-	(25,344)
	7,052	(17,404)
	2,712,316	2,570,685
Direct program costs:		
After hour	-	168
Automobile expenses	16,221	21,574
Client assistance and travel	7,220	11,097
Contract services	1,097,581	877,246
Cultural intervention costs	12,756	26,222
Program supplies	729	1,082
Program services	221,641	213,267
Salaries and benefits	1,240,563	1,222,373
Telephone and cellular	4,063	3,878
	2,600,774	2,376,907
Net funding contributions	\$ 111,542	\$ 193,778

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Family Preservation (R000139806) (continued)

Schedule of Revenues and Expenses

Schedule 4

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Service costs:		
Amortization - capital assets	\$ 10,831	\$ 8,957
Consulting fees	9,440	-
Contract services	380	292
Equipment leasing	3,089	3,089
Equipment purchases	4,907	1,656
Office and general	21,770	16,472
Public relations and community services	186	-
Rent and repairs	210,137	205,993
Salaries, labour and benefits	183,567	164,680
Special events	1,811	-
Staff related costs	3,759	18,022
Telephone fax and cellular	22,856	22,773
	472,733	441,934
Excess (deficiency) of revenues over expenses for the year	(361,191)	(248,155)
Interfund transfers	656,003	(834)
Net excess (deficiency) of revenues over expenses for the year	\$ 294,812	\$ (248,989)

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Child Protection (R000139811)

Schedule of Revenues and Expenses

Schedule 5

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Revenues:		
Provincial government contributions - Principal funding	\$ 7,532,102	\$ 6,530,614
Other income	3,500	3,850
	7,535,602	6,534,464
Deferred contributions:		
Deferred contributions, related to operations - recognized (carried forward) in year	(397,047)	-
Related to capital assets amortization, recognized in the current year	5,408	7,668
Related to capital assets purchases	-	(4,589)
	(391,639)	3,079
	7,143,963	6,537,543
Direct program costs:		
Automobile expenses	55,299	53,901
Contract services	59,111	49,984
Program supplies	423	303
Salaries and benefits	3,805,443	3,907,774
Staff expenses	400	7,585
Telephone and cellular	10,377	12,094
Miracle fund 2014 expenses	-	(193)
	3,931,053	4,031,448
Child-in-care costs:		
Allowances for inter/out provincial transfers	5,522	1,619
Camp costs	8,073	5,734
Client minding costs	54,867	65,108
Client travel	62,249	45,325
CIC - Clothing grant	14,524	19,170
Equipment	4,536	5,006
Education/school events	3,566	1,928
Foods and Household	24,426	17,264
CIC - Recognizing Milestones	1,919	1,450
Good and services	16,947	6,235
Medical/dental expenses	31,881	20,600
Others	5,114	7,806
	233,624	197,245

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Child Protection (R000139811) (continued)

Schedule of Revenues and Expenses

Schedule 5

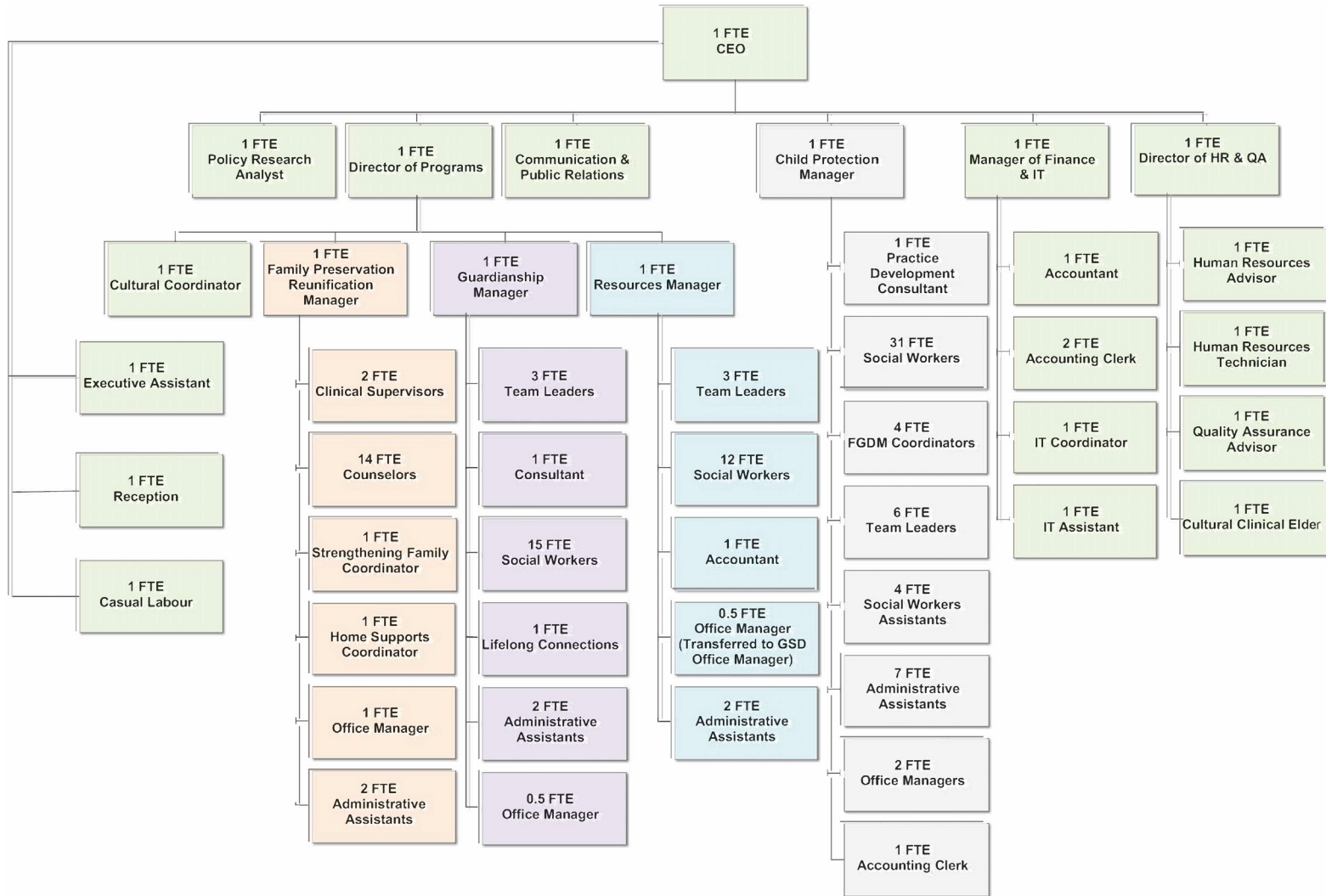
Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Other program costs:		
Out-of-care children	\$ 8,163	\$ 3,429
Out-of-care caregivers	10,831	5,941
Out-of-care maintenance	877,052	668,152
Family support expenses	402,231	348,198
Cultural intervention costs	20,951	23,802
Collaborative practice costs	12,920	11,426
Foster parent recruitment	-	500
Automobile costs	100	-
	1,332,248	1,061,448
Net funding contributions	1,647,038	1,246,402
Services costs:		
Amortization - Capital assets	22,273	45,168
Bank charges and interest	75	150
Contract services	1,220	1,081
Equipment leasing	5,309	5,309
Equipment purchases	5,195	2,354
Office and general	93,057	84,587
Public relations and community services	-	49
Rent	674,309	622,404
Salaries, labour and benefits	558,398	565,229
Special events	314	(34)
Staff related costs	3,957	54,764
Telephone fax and cellular	53,076	46,992
	1,417,183	1,428,053
Excess (deficiency) of revenues over expenses for the year	229,855	(181,651)
Interfund transfers	(229,855)	(63,132)
Net excess (deficiency) of revenues over expenses for the year	\$ -	\$ (244,783)

COMMUNITY PARTNERS

- Aboriginal Friendship Centre Society
- Aboriginal Front Door Society
- Aboriginal Mother Centre Society
- ACCESS
- Asante Centre
- Association of Neighbourhood Houses
- Atira Women's Resource Society
- Ayas Men Men Child & Family Services
- Baby Go Round
- Battered Women's support Services
- BC Housing
- BC Women's Hospital & Health Centre - Fir Square
- BC Women's Hospital and Child & Family Clinic
- 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 Corner
- Children's Foundation
- Circle of Friends Society
- Community Living British Columbia (CLBC)
- Community Social Services Employers Assoc.
- Connexus Family & Child Services Society
- 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 Region Aboriginal Friendship Centre Association
- Fraser Valley Aboriginal Children & Family Services Society
- 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
- Indigenous Perspectives Society
- Kiwassa Neighbourhood House
- Legal Aid & Family Justice Center
- Lu'ma Native Housing Society
- MCFD Youth Services
- Mental Health Teams
- Metro Vancouver Aboriginal Executive Council
- Mileau Children & Family Services
- Mosaic
- Native Court Workers and Counselling Association
- Native Education College (NEC)
- Native Health Society (VNHS)
- Norton Rose Fullbright
- Pacific Association of First Nations Women (PAFNW)
- PLEA
- PHS Community Services Society
- Public Guardian and Trustee of British Columbia
- Quest Food Exchange
- Rain City Housing
- Ratcliff & Company LLP
- Ray-Cam Cooperative Centre
- Representative for Children & Youth
- Residential Resources Services, Vancouver Area
- Safe Babies Program
- Salvation Army
- SHEWAY
- Sorella House
- SOS Children's Village BC
- Spirit of the Children Society
- Stonehouse Child and Youth Support Services
- Strive
- Sunny Hill Health Centre
- Surrounded by Cedar Child and Family Services
- The Faces Program
- The Pace Program
- Urban Native Youth Association (UNYA)
- Vancouver Aboriginal Friendship Centre Society (VACFS)
- Vancouver Aboriginal Transformative Justice Services Society
- Vancouver Native Health
- Vancouver Native Housing Society
- Warriors Against Violence Society
- YMCA/YWCA

ORGANIZATIONAL CHART



VACFSS Organizational Chart - Funded Positions - 2017/2018 Fiscal Year

FTE	Department
19	Executive Infrastructure
57	Child Protection
22	Family Preservation
19.5	Resources
23.5	Guardianship

Total
 141 FTE Total 31 March 2018

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