

2020 ANNUAL REPORT



COVER IMAGE

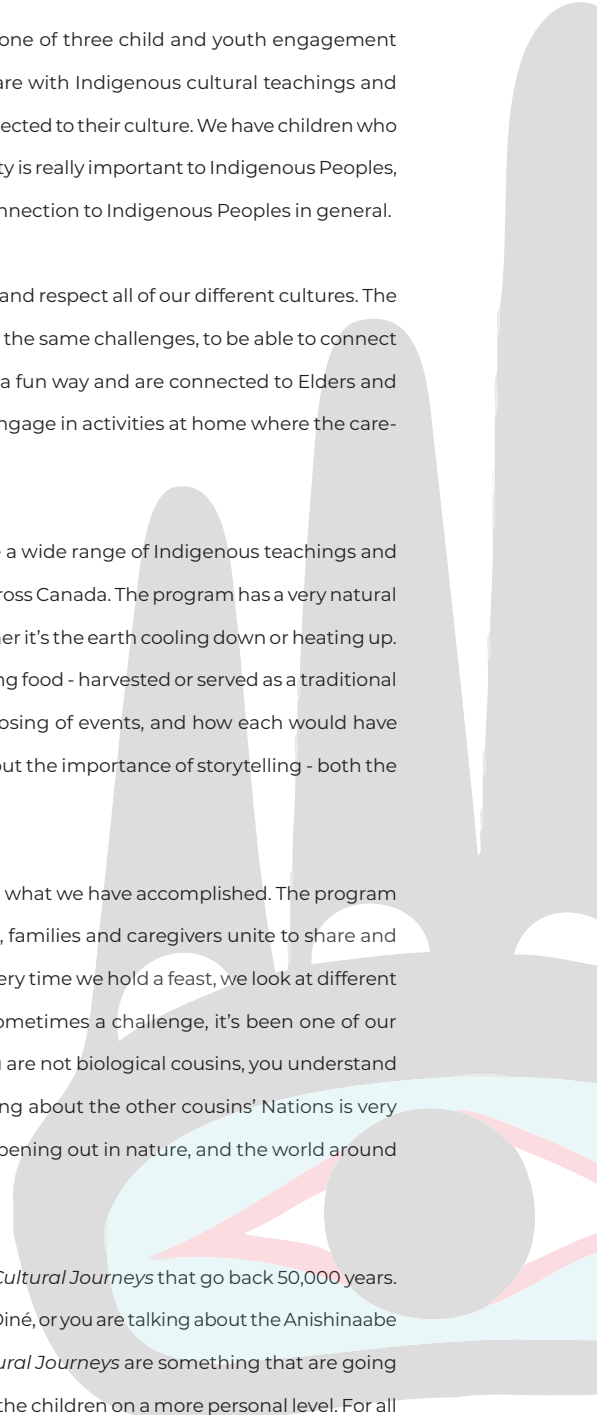
The Gathering the CIRCLE (Children's Indigenous Rights, Culture and Language Education) is one of three child and youth engagement programs in Guardianship. It was developed to introduce and engage Indigenous children in care with Indigenous cultural teachings and practices, at a young age. All children in our care have the right to know who they are and to be connected to their culture. We have children who have multiple cultural ancestries and require support to explore each ancestral history. Community is really important to Indigenous Peoples, and that is what this program provides – not just a connection to the child's own culture, but a connection to Indigenous Peoples in general.

This program is an all-inclusive, multi-Nation group, i.e. Metis, Inuit and First Nations – we honour and respect all of our different cultures. The CIRCLE creates a place for children to be around other Indigenous children who are experiencing the same challenges, to be able to connect and share in a multicultural approach, and be supportive of each other. They are able to learn in a fun way and are connected to Elders and cultural educators. The program also offers an after school component, where the children can engage in activities at home where the caregivers can get involved and support them, and also learn about the child's heritage.

The CIRCLE's cultural educators, with the help of local Knowledge Keepers and Elders, introduce a wide range of Indigenous teachings and practices, from Musqueam and other Coast Salish knowledge, to our relatives' knowledge from across Canada. The program has a very natural structure - we let mother earth dictate what we teach based on the natural clock/calendar, whether it's the earth cooling down or heating up. Activities include teaching about the developmental cycle, artwork, Origin Stories, weaving, sharing food - harvested or served as a traditional food, beading, hunting techniques, archery, food preservation, or protocols, such as opening/closing of events, and how each would have happened in the children's communities during the different seasons. The children also learn about the importance of storytelling - both the act of, and learning from, storytelling and the messages embedded within.

At CIRCLE, we practice the changes that take place every season and celebrate where we are and what we have accomplished. The program holds a community event four times a year called the *Little Big House Feast*, where the children, families and caregivers unite to share and be in the space together. This year's spring's *Little Big House Feast* was dedicated to the Métis. Every time we hold a feast, we look at different regions of where our children come from and integrate all of the teachings. Although that's sometimes a challenge, it's been one of our greatest strengths. The cousin aspect of being Indigenous is really important because even if you are not biological cousins, you understand what that means, and the CIRCLE fosters those connections and relationships. Therefore, learning about the other cousins' Nations is very important. Indigenous Peoples also share some fundamental beliefs - one of those is what's happening out in nature, and the world around us, and CIRCLE explores and celebrates that.

This past year was very exciting for CIRCLE. Our cultural educators worked tirelessly to complete *Cultural Journeys* that go back 50,000 years. These *Cultural Journeys* go across histories, across this continent, whether you are talking about the Diné, or you are talking about the Anishinaabe People. They diligently researched each child's Nations, languages, mentors, and more. The *Cultural Journeys* are something that are going to grow with the child. As they grow, the *Cultural Journeys* will allow us to delve even deeper with the children on a more personal level. For all Indigenous Peoples, learning about one's background can also be a very difficult experience. These *Cultural Journeys* have powerful knowledge and with them comes a lot of responsibility and need a lot of support. The family, caregivers, and VACFSS spend some time wrapped around the child learning about their family so that the information and history are used in the right way.



VACFSS ANNUAL REPORT



VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY
Our Children, Our Future, Our Responsibility

SEPTEMBER 2020



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 Indigenous 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, honoured and protected. We strive to eliminate oppression, discrimination and marginalization within our community. We acknowledge and honour 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 honoured 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 2019 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 Albert.....	Director
Aaron Christoff	Director

MESSAGE FROM THE CHAIR



Dear Members:

As of press time, we are in the middle of an unprecedented pandemic, and my hands go up to the staff who have enabled a continuity of service to our vulnerable children and families. As an essential service provider, these workers have put their lives at risk of exposure to intervene and ensure that families are supported when there is harm or risk of harm to a child. I wish to especially acknowledge our CEO, Bernadette Spence, who swiftly implemented an action plan and management framework to coordinate an effective and immediate response. It will be interesting as the year unfolds and the impact that COVID-19 will have on the workplace and our clients. I feel grateful and confident in the leadership that has been demonstrated, not only in dealing with this public health emergency, but for the continuing focus to implement a number of our strategic initiatives.

Aside from dealing with the challenges of COVID-19, I am pleased that staff have been able to maintain priority in implementing the *Truth and Reconciliation Commission of Canada: Calls to Action (TRC)*. More than ever, we need to focus on the importance of addressing issues and legacy of residential schools, as there is now a greater understanding and acknowledgement of the systemic racism that have effected our children and families. Our programs continue to provide concrete, in-home and professional support and use least intrusive measures and a restorative approach to keep families together as much as possible. We strive to ensure that our staff and caregivers are adequately trained and equipped to meet the needs of our families, and especially to ensure that our children maintain cultural connections to their communities.

While our approaches can always be strengthened, I am pleased that the new federal Bill C-92 acknowledges and endorses some of the great practices that had already been initiated at VACFSS. Specifically, the bill affirms and recognizes the jurisdiction of Indigenous Peoples for child and family services, and will now provide community tools to ensure that children remain connected to their families, communities and culture. We had already established a number of protocol agreements with the children's home communities, and implemented procedures for our social workers to reach out and engage in collaborative planning. I look forward to working with more communities as they implement policies and laws related to their children in our care.

Finally, in closing, I would like to acknowledge the multitude of community partners who have provided funding assistance for our children including the Ministry of Children and Family Development, First Nations Health Authority, Vancouver Coastal Health, Telus Canada, the Vancouver Foundation and Lu'ma Native Housing Society, as well as those organizations that have provided in kind and support services. Especially in these difficult times, there is no greater strength than working together in unity.

All My Relations,

Linda Stiller

MESSAGE FROM THE CEO

Tansi, and Greetings from all of us at VACFSS. We are honored to report on another year of service to the Vancouver Indigenous community. The management reports attached reflect mindful and dedicated tracking of outcomes and investments in the area of practice for the period April 1, 2019 to March 31, 2020.

Over the last 28 years, VACFSS has attracted practitioners who are committed to relational and restorative child welfare practice with a focus on the role of family and community in the wellbeing of children and youth. This assertion is grounded in the significant number of staff with 10 years or more of continuous service throughout the various programs and departments. VACFSS program managers, who started off as front line social workers and whose continuity of service met the requirements to be hired as team leaders/managers, are recognized as leaders in their respective fields. The adoption of a culturally restorative child welfare practice approach has required service delivery restructuring, enhancement in the areas of collaborative practice and peer group support for families, the inclusion of family support Elders, child and youth engagement programs, cultural practices embedded in practice, inclusion of cultural competencies for each position, strengthening of community protocols and most significantly, the development of in-house policy that specifies additional practice steps in all program areas.

The support of a dedicated group of Board of Directors

who understand the multilayered aspects of a large, complex organization legislated by provincial authority and influenced by multiple stakeholders has been a key factor in the stability and development of VACFSS. One of the board's strategic priorities is sharing our experiences in developing and implementing VACFSS' Indigenous child welfare policies and practices. To this end, we have retained a Policy, Quality Assurance and Research Coordinator who works with a committee of board members and managers to engage in research that informs and shapes our policy and practice. This position was recently implemented as a Director of Practice position to ensure that there is continued capacity and leadership authority in this area.

VACFSS' investment in child and youth engagement began 10 years ago with the implementation of the Youth Advisory Committee (YAC) comprised of youth in and from care, ages 15 to 24. YAC members inform VACFSS practice and policy by sharing their experiences with our staff, caregivers and Board of Directors. They host events for other youth in care and have expanded their work outside of VACFSS to include associations that focus on children's rights both nationally and internationally. The implementation of the Culturally Relevant Urban Wellness (CRUW) Program began 8 years ago and recruits youth ages 13 to 15. The program focuses on land stewardship where youth seed, harvest, prepare and learn about medicinal plants; supported by local Elders and Knowledge Keepers. It includes non-Indigenous youth to promote reconciliation, antiracism, and positive identity development while engaged in collaborative learning. The Children's Indigenous Rights, Culture and Language Education (CIRCLE) Program for 6 to 13 year olds, featured in this year's theme, was implemented four years ago to include the younger cohort of children in VACFSS care. The hosting of gatherings for children in care replicates the cultural community component of learning within a positive and safe community environment using various modes of expression including observation, voice, movement,

and collaboration with Elders and Knowledge Keepers.

The 2019/20 fiscal year marks the third year of VACFSS operations within the Standardized Funding Framework. The most significant increase in expenditures over the last 10 years has been in the area of child-specific placements in Residential Resources. This is an area of need where a child or youth cannot be accommodated with their family, foster care, out-of-care or regular group home care. As a result, a staffing model is required to ensure safe support for the child/youth. These placements are reviewed every three months while a longer term placement with family or therapeutic foster care can be secured. In response to meeting the needs of children within this category, a placement review committee has been implemented to track progress, explore alternative options, and to collaborate with partner agencies including the Ministry of Children and Family Development's Vancouver/Richmond Service Delivery Area, who are experiencing the same challenges in supporting children with complex needs and youth at risk.

Staff retention in our Child Protection Program continues to be a challenge with over 25% turnover in the last three years. VACFSS management recognizes that the Child Protection Program intervenes in the lives of families experiencing multiple social and economic challenges as well as intergenerational adversity and that caseloads for staff must be maintained at 20 or less. The administrative procedures required of social workers are numerous and incidents of crisis are frequent in the lives of families served. The fentanyl overdose crisis has impacted many of our families. The loss is felt by our staff involved with the families and who support the children experiencing the loss of their parents.

Efforts to support and retain staff in the Child Protection Program include: The completion of a workload report with recommendations in 2019, research into

the patterns of retention and reasons for departure in 2020, the implementation of a retention strategy, implementation of maternity leave benefits, temporary market adjustment which increases the grid level for child protection workers, and the recent hiring of experienced team leaders and practice managers with significant experience. Further investments were made in the form of additional personnel and strengthening the coordination of support to families between the Child Protection Program and the Family Preservation and Reunification Program. In an effort to understand the volume of work required in the program, a review of the legal requirements and the court process in child welfare has been initiated to look for opportunities for further engagement with families outside the court process. Despite the turnover rate in the Child Protection Program, the core group of child protection staff have achieved and demonstrated positive outcomes for families including reducing the number of children who stay in care, engaging families in therapeutic interventions with support through our Family Preservation and Reunification Program, reunification of children with family and increasing the number of children who are placed with extended family in out-of-care placements.

The retention of dedicated and resilient staff throughout the agency has resulted in the continuity of service to children, youth, families, caregivers and partner agencies as well as contributing to our capacity to withstand the challenges and changes demanded of our practice. As a group of helpers, we are very grateful to continue to serve the community. We raise our hands to our Board of Directors, partner agencies and the caregivers that we rely on to support the children, youth and families in Vancouver.

All My Relations,

Bernadette Spence, CEO
Kapisimipimotih Iskwew

DIRECTOR OF PROGRAMS

Cole H. McGillivray

The Director of Programs works under the direction of the CEO to support and coordinate the activities of the Guardianship, Residential Resources, Child Protection programs as well as the Quality Assurance Program. These services offer a continuum of care for the children, youth and families that are involved with VACFSS. We are guided by an Indigenous restorative child welfare practice that recognizes the historical and intergenerational trauma caused by colonial and assimilative government policies such as the residential schools and the Sixties Scoop. Our primary goals are to create healing opportunities for families; keeping children connected to their families; reducing the number of Indigenous children coming into care and returning children back to their families and First Nation communities.

VACFSS' strength is implementing a collaborative planning and an integrated approach to practice that is guided by our values of belonging, humility, integrity, strength-based, and respect. We have worked to promote and embed these practices amongst staff and in our relationships with children, youth and families, Indigenous community partners, MCFD Richmond/ Vancouver Service Delivery Area and the Office of the Representative Children and Youth.

Inter-Program Collaboration

Integrating Our Practice Meetings

The Integrating Our Practice (IOP) is a training forum for the VACFSS leadership team and includes all team leaders/supervisors and the program managers. The purpose of these meetings is to enhance the relationships among the program areas in order to promote a more cohesive and integrated approach

to implementing an Indigenous restorative child welfare practice. The IOP is an exceptional learning forum to bring the leadership together and provide the training while strengthening their relationships with one another. Further, the IOP has naturally become an opportunity for the leadership to become aware of the agency's program policies that guide the other programs and gain a full understanding of the continuum of Indigenous restorative practice that is intended to strengthen the child's circle. The feedback from the leadership is that the IOP has contributed to a deeper understanding and appreciation of the continuum of restorative child welfare services within VACFSS.

During the past year, we revised several restorative program policies such as *Keeping our Children Safe*, which guides the Child Protection and Collaborative Practice programs. This program policy begins with "Gathering the circle"; it involves inviting those who care about the child to sit down together to talk and assist in developing safety planning and to support the children, youth and families. In addition, we revised the Guardianship permanency planning policy, *Raising our Children Together*, and the Restorative Supervision Model. In progress is the revision of the Residential Resources' *Inclusive Foster Care* policy, which guides the joint care of the children with the foster caregivers and the biological parents in an effort to keep children and youth connected to their families. The *Family Preservation and Reunification* policy is also intended to be revised in this fiscal year. We are excited to have these four program policies in place to ensure we continue to interpret practice from a restorative lens and keep the child at the centre of the circle; connected to their families and communities.



Program Managers' Meetings

The program managers' meetings provide an opportunity for program managers to discuss new policies, approve practice and operational policies; develop new initiatives, and to work collaboratively to resolve any identified practice challenges. The managers provide updates from their program areas and to develop joint strategies to accomplish their short and long term goals. These meetings have been very productive while creating an environment of shared responsibility amongst one another for the provision of quality and culturally based services for our urban Indigenous community members.

Client Concern Resolution Process (Quality Assurance)

Our Quality Assurance Advisor received 27 eligible complaints over the last 12 months. Of these, 12 were resolved at the local resolution stage and 15 were either resolved before reaching the local resolution stage or were withdrawn by the complainant. Seventeen complaints (63% of the total received) reached resolution within 30 days, and the average number of days for a resolution to be reached was 20. This process is grounded in the importance of relational engagement between the complainant and VACFSS and as a result, the 30-day timeline for complaint resolution is at times extended to support necessary dialogue to take place. We will continue to balance the importance of resolving complaints guided by administratively fair principles, while supporting the voices of the families to be heard.

Practicum Program

The Practicum Program had a very successful year. In 2019-2020, 6 practicum students were placed for their field education at VACFSS from 5 different educational institutions. Of the 6 students placed, 3 students identified as being Indigenous. This was the first year in which students were placed in all 4 programs at VACFSS – Child Protection, Guardianship, Family Preservation and Reunification and Residential Resources. All students successfully completed their placements, despite the onset of COVID-19 in mid-March. One student has successfully been employed at the Child Protection program. The practicum program continues to highlight VACFSS as an important community agency in which students can be immersed in restorative practice, while offering employment opportunities to former practicum students.

A Period of Change and Renewal

This has been a year of significant change and growth as an agency. Program policies have been developed to guide our Indigenous restorative practice. The growth that has demonstrated this form of service delivery is evident in our ability to reconnect families through rescindments as well as keeping children and youth connected to their Nation(s)’ cultural teachings and ceremonies. We have strengthened our out-of-care placements where extended family step forward to take care of their children. We held a provincial conference, *Strengthening our Relations: Restoring Family within Community*, where we shared our knowledge with our provincial colleagues, which proved to be a huge success. We have a lot to be proud of in the work we do for our urban Indigenous community.

We walk alongside our children, youth, and families by creating pathways of healing and growth for them in our programs. It’s been a pleasure working with the program management team who have demonstrated a strong commitment to working together to provide

the best possible service to the families we serve. As a leadership team, we walk in humility knowing our journey is cyclical in nature. In the tradition of the Coast Salish Peoples whose territory we are privileged to work on, we hold our hands up to those children and parents that were reunited together, which is the ultimate purpose in the work we do at VACFSS.

Ekose

Cole H. McGillivray
Director of Programs 🙌



This year VACFSS staff and community members helped conduct the survey for the 2020 Homeless Count in Metro Vancouver. Our agency made 1800 tobacco ties that were later given as a gesture of respect to all who were invited to participate in the survey.

PROGRAM HIGHLIGHTS



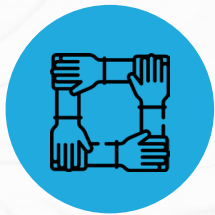
RESEARCH AND POLICY DEVELOPMENT

2020 saw the launch of the VACFSS Inclusive Foster Care website for foster caregivers. It is a product of the Inclusive Foster Care study and the ensuing collaborative work with a large circle of foster caregivers, partners and staff to breathe life into the findings. It features multiple videos of VACFSS caregivers, youth and Elders talking about the meaning and application of Inclusive Foster Care.



STRENGTHENING FAMILIES

The Family Preservation and Reunification program provides counseling support services, peer group support and culturally informed interventions for Indigenous families including the Strengthening Families group, Strengthening Fathers group, Sacred Life givers group, mentoring, therapeutic counselling and the family day program.



GATHERING THE CIRCLE

With Elder involvement, the Child Protection program uses a collaborative practice approach of gathering the child's circle to develop a service plan for children and their parents, with a defined role for the extended family and the community, using kin and kith placements wherever possible.



CULTURAL SUPPORTS

VACFSS programs incorporate cultural practice through Ceremony, Elder involvement, and Indigenous ways of knowing. Cultural initiatives at VACFSS include the *Honouring our Sacred Bundles Ceremony*, *Honouring the Journey of our Youth Ceremony*, *Homecoming Ceremony*, *Osapachikan Ceremony*, Tobacco Tie teachings, Sweat Lodge Ceremony and other traditional teachings.



INCREASING KIN AND KITH PLACEMENTS

With an emphasis on the least disruptive measures to bringing children into care as a vital component to restorative practice, agreements with extended family or community members and voluntary care agreements are becoming more commonly used.



Each year, around the time of the Winter Solstice celebration, we provide food hampers to our families. We collaborated with the First Nations Health Authority who kindly provided the funds to purchase the hampers, and together, we were able to help over 50 families. The hampers filled 1 van and 2 SUV's.

HUMAN RESOURCES, COMMUNICATIONS & IT

PAUL HUCUL, DIRECTOR

Mandate

The mandate of the Human Resources, Communications and Information Technology (HRCIT) Department is to develop and administer programs in the following areas: Recruitment, selection, training and staff development, performance management, labour relations, compensation management, records management, information management, occupational safety and health, wellness, benefits administration, HR policies and procedures, public relations, communications, information technology and cultural competency.

A. Staffing (as of March 31, 2020)

VACFSS had 141 funded positions. Staffing included 156 regular employees, and 31 casual employees for a total of 187 employees.

Of Team Leaders / Supervisors, 52% and 50% of managers were of Indigenous ancestry. In addition, 54% of VACFSS staff members were of Indigenous ancestry to reflect the demographics of the clients that VACFSS served.

Recruitment activities of HRCIT have been successful in that there were 428 applications to VACFSS resulting in 44 new regular employees hired including 31 regular employees and 13 casual employees. Seventeen (38%) of these new hires were of Indigenous ancestry. There were also 30 internal selections.

The turnover rate for VACFSS was 19.8% as compared to 15.2% for the 2018/2019 fiscal year. The 5 year average

turnover rate is 16.2%. The 10 year average turnover rate for VACFSS is 13.75 %.

B. Vacancies

As of March 31, 2020 there were 14 vacancies in authorized positions for an agency vacancy rate of 8.8%. There were 9 vacancies in the Child Protection Program for a vacancy rate of 13.4%. The 5 year average vacancy rate for authorized positions was 7.62%.

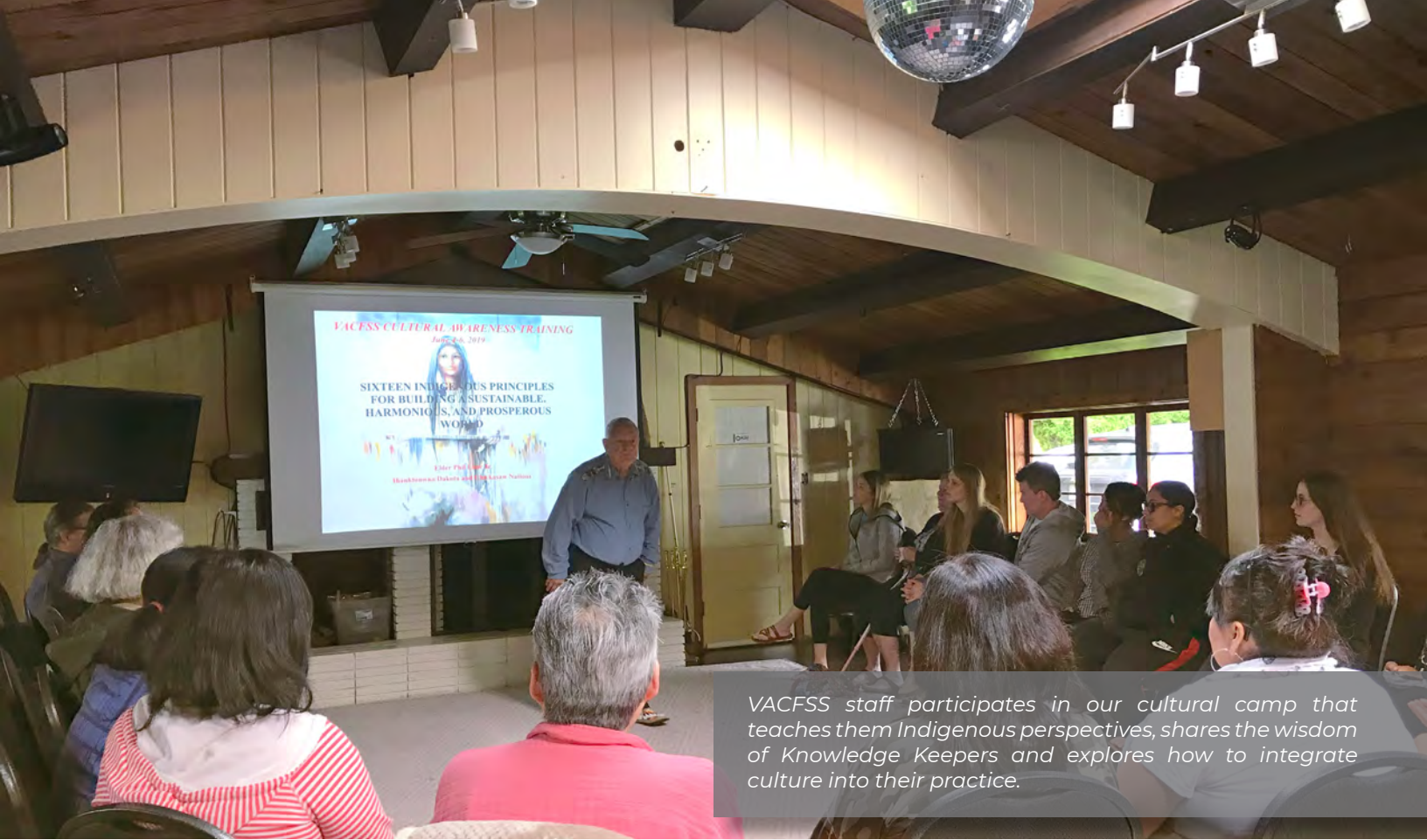
C. Education and Training

Extensive HRCIT sponsored training was provided to VACFSS staff in the 2019/2020 fiscal year. Twenty-four new social workers attended Indigenous Cultural Perspectives delegation training.

One cultural camp was held on June 4-6 and had 17 participants and 5 facilitators. HRCIT continued to support leadership training under **Siiyamints (see-yom-main-ts)**. Fifteen staff from the supervisory and senior social worker group participated in the leadership training from a contracted firm. There was one New Employee Orientation day, in which 26 new employees attended. Privacy Training was ongoing and 47 employees took part.

D. Labour Relations

HRCIT continued to address issues with the BCGEU. Labour Management Committee meetings were held every two months. Several labour issues were resolved without going to the grievance process. Four



VACFSS staff participates in our cultural camp that teaches them Indigenous perspectives, shares the wisdom of Knowledge Keepers and explores how to integrate culture into their practice.

grievances were filed in the 2019/2020 fiscal year. A number of disputes were solved informally utilizing the VACFSS dispute resolution process. In addition, a number of the articles in the 2019/2022 Collective Agreement were implemented.

E. Occupational Safety and Health (OSH)

VACFSS continued to invest 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 and ergonomic assessors. Meetings are held monthly at each location. All 3 sites met quarterly to review *VACFSS Health and Safety Policies, Procedures*, current incidents and issues brought forward by staff. OSH procedures are in place and the OSH manual is posted on the intranet. Ergonomics assessments occur for new staff, staff returning from leaves as well as those changing offices.

VACFSS' Violence Prevention Program continues to be a priority as it aligns with WorkSafeBC's High Risk Strategy. Monthly training in OSH was presented by program managers or their designate to their program or department. VACFSS was faced with the ongoing challenge of emergency personnel turnover, continual OSH training, procedure writing and amendments, OSH administration and emergency drills. The VACFSS' focus will continue to be placed on Violence Prevention and Risk Assessment in the workplace to ensure health, safety and security of our employees. A change that was implemented as a result of the 2019-2022 *Collective Agreement* will see benefits continuation for employees who are off on WorkSafeBC claims where claims are accepted.

During the 2019/2020 fiscal year, VACFSS had a total of 11 workplace incidents reported to WorkSafeBC involving employees. Six of these incidents were reported with no further healthcare or time loss claim as they were

outside of WorkSafeBC’s jurisdiction and fell into another jurisdiction. Four claims resulted in employees missing time from work and healthcare entitlements being granted. One of these four was actually from the previous fiscal year; however, it was opened and processed in the 2019/2020 year. One claim is pending WorkSafeBC processing.

Towards the end of the fiscal year, a sentinel event occurred that required immediate and strategic planning as it impacted the health, safety and wellbeing of both clients as well as VACFSS staff. A new coronavirus, originally named Novel Coronavirus (now officially named COVID-19), was discovered in the Wuhan area of China in December 2019. This virus was responsible for the deaths of several people who developed a more severe respiratory illness (pneumonia). The first Canadian cases of COVID-19 were confirmed in Ontario on January 25th, 2020. The first presumptive case in BC was announced January 28th. On January 30th, the United Nations World Health Organization declared a Public Health Emergency and risk was initially considered low for BC. In response to the pandemic and Public Health Emergency in the last weeks of March 2020, VACFSS’ response included:

- ▶ Providing communication/information to staff regarding COVID-19: What is it, how it is spread, risk of contracting, recognizing the symptoms, travel, prevention personal and workplace. Hierarchy of controls to reduce risk: Elimination, substitution, engineering controls, administrative controls and personal protective equipment.
- ▶ Identifying all at-risk staff and implementing remote work options for them
- ▶ Sharing information on best practices to reduce transmission of COVID-19 for staff remaining in office
- ▶ Further reducing staff in offices on rotational

schedules to provide essential services in each program based on the program's mandate or operational function

- ▶ Use of hierarchy of controls including elimination, substitution, and personal protective equipment:
 - ▶ Hand sanitizers, gloves, masks
 - ▶ Increased cleaning in offices
 - ▶ Encouraging physical distancing in offices
 - ▶ Reducing face-to-face contact points among staff and with clients
 - ▶ Discouraging use of shared spaces and amenities such as water/ coffee/ food

A significant amount of time, energy and resources will be required to address COVID-19 in the following fiscal year to ensure the health and safety of VACFSS clients and employees.

F. Delegated Employees

In the 2019/2020 fiscal year, VACFSS had a total of 133 delegated employees including 115 delegated regular employees categorized as follows:

Level	Regular Employees	Casuals	Practicum Students	Total
C6	46 (53)	14 (10)	0	59 (63)
C5	4 (3)	0	0	4 (3)
C4	22 (20)	0	0	22 (20)
C3	21 (17)	1 (2)	0	22 (19)
C2	0	0	4 (6)	4 (6)
C1	22 (12)	0	0	22(12)
Totals	115 (105)	15 (12)	4 (6)	133 (123)

Regular Employees Delegated

Fiscal Year	Total Reg.
2019/2020	115
2018/2019	105
2017/2018	103
2016/2017	118
2015/2016	104

The 5 year average for the number of regular delegated employees is 109.

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 all three sites on a weekly basis.
2. *Sewing for Wellness* was provided to staff once a month.
3. The Clinical Counsellor Elder played a very important role in the wellness, healing and cultural program at VACFSS. The Elder provided services to all 3 VACFSS work sites. She provided 253 one-to-one counselling or intervention sessions. In addition, the Elder participated in 13 important cultural ceremonies including the *Honouring the Journey of our Youth* and the cultural camps. She also participated in 18 group interventions and participated in committee work involving 5 different committees. The work of the Elder was received very positively throughout the agency. During the start of the COVID-19 period, the Elder supported several workers in developing coping strategies.
4. The Critical Incident Stress Management (CISM) Team continued to provide peer support to workers who experience critical incidents;
5. Yoga was held on a regular basis at all 3 work sites.

As result of the COVID-19 pandemic, VACFSS suspended yoga, massage for stress reduction and sewing to prevent transmission of the virus.

H. Public Relations and Communications

In January 2020, VACFSS employed a new Public

Relations and Communications Associate.

In the 2019/2020 fiscal year, VACFSS launched its new website on www.vacfss.com. The aim of the website redevelopment was to

1. To make it more client-oriented and have more intuitive and inviting site navigation for the families, caregivers and the youth/children we serve.
2. To position VACFSS as a leader in Indigenous family services and a desirable place to work.
3. To have a thorough online resource for foster caregivers, youth in care, and Indigenous families navigating the care system.
4. To provide easy access to downloadable resources and information.

Between April 1, 2019 and March 31, 2020, there’s been an increase in new website visitors by 7% and page views by 10%. These numbers are expected to increase with the recent launch of VACFSS’ new website. External communications activities were successful, resulting in an increase of social audiences online by 34%. VACFSS also has a positive online presence as an employer with a 4.1/5 rating on Glassdoor and a 4.5/5 rating on Indeed. Internal communications were also successful in that the open rate for the newsletter was 23%. Finally, the Communications Department attended and photographed 14 agency events and designed over 45 graphics and forms, and 15 videos for departments throughout the agency.

I. Information Technology (IT)

The 2019/2020 fiscal year was a period of change for the IT department. The IT department was restructured and temporarily placed under the direction of the Director of Human Resources, Communications and IT. The IT Coordinator resigned and a new IT Coordinator was hired. The Director initiated an audit of the IT

department to evaluate existing systems, processes and equipment. A plan was put into place for major upgrades including a rebuild of the server system and several other equipment and software items. Several computers were replaced on a scheduled replacement cycle including 72 computers at the Child Protection office which came equipped with Windows 10. In addition, 54 computers were replaced at the 3284 E. Broadway site, which included Windows 10. All computers at the 745 Clark Drive site were updated to Windows 10. The IT department continued to provide assistance to end-users on troubleshooting and setup requirements as well as mobile phone purchases, setups and adjustments. In addition, during the beginning of the COVID-19 pandemic, IT facilitated the working from home initiative by initiating remote access through system adjustments, equipment requirements and the establishing remote medium systems such as Zoom. The work conducted was significant in that allowed for the service continuity in the pandemic period.

Summary

In the 2019/2020 fiscal year, the HRCIT Department was faced with significant challenges arising from the nature of the work in the pandemic period starting in March 2020. Great emphasis was placed on a service continuity plan that was consistent with the directions of the BC Health Officer. The HRCIT staff worked to provide ongoing service and support to all the programs and departments through the pandemic and to ensure that workers were safe and, at the same time, were able to provide a combination of virtual and face-to-face service delivery.


Future Initiatives and Goals

The following initiatives will be taking place in the 2020/2021 fiscal year:

1. The work of the HRCIT department will continue to provide the usual services to staff during the pandemic period of 2020/2021 with modification in delivery.
2. The Indigenous Alternate Dispute Resolution Process Guidelines will be developed and initiated;
3. Occupational Health and Safety procedures will continue to be developed and amended especially in the area of the COVID-19 pandemic safety plan. The department will also continue to provide leadership in the Violence Prevention Program and Bullying and Harassment Prevention Program.
4. Indigenous cultural competencies will continue to be formally integrated into VACFSS hiring, promotion, evaluation and service delivery;
5. The Restorative Supervision Model will continue to be implemented including a revised performance review system for VACFSS employees;
6. Recruitment, selection and retention initiatives will be continued in the pandemic era using virtual selection process to ensure that VACFSS staffing levels are at an acceptable level and that high quality workers are employed and retained. 🙌

AboutJoin usCulture & CommunityContact

CHILDREN & YOUTHFAMILIESFOSTER CAREGIVINGINDIGENOUS COMMUNITIES



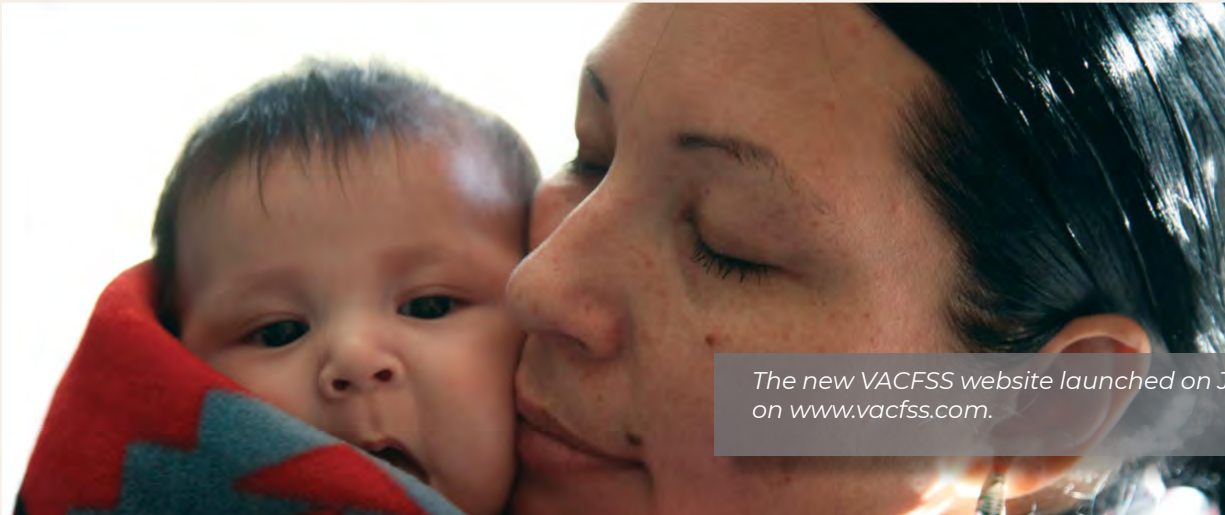
We walk alongside families in their journey of healing and resiliency.

CHILDREN & YOUTH
Hear from young leaders and resources for children and youth in care.

FAMILIES
For families who have had child safety concerns reported or who are voluntarily seeking access to support services.

FOSTER CAREGIVERS
How to become a caregiver and resources for current caregivers.

INDIGENOUS COMMUNITIES
Partnering with VACFSS to support a family or develop a child's plan.



The new VACFSS website launched on January 23, 2020 on www.vacfss.com.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

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POLICY, RESEARCH AND DEVELOPMENT

DR. CAROLYN OLIVER, POLICY, RESEARCH & DEVELOPMENT COORDINATOR

The Policy, Research and Development team have had another active year that has brought us to a deeper appreciation of the incredible gifts and strengths of VACFSS’ staff and the children, youth and families we serve.

Policy

In the field of policy, the implementation from January 1st 2020, of the federal Act Respecting First Nations, Inuit and Métis Children, Youth and Families, was a significant focus. The Act articulated national principles and standards for provision of Indigenous child and family services and affirmed Indigenous Peoples’ inherent right to self-government and jurisdiction over child and family services. It led to a great deal of dialogue within VACFSS as we thought together about how could it support us to move ever further into creative restorative child welfare practice. It was gratifying to see the extent to which VACFSS was already implementing many of its provisions. New legal requirements, like ensuring no Indigenous child is removed for reasons of poverty, only reinforce the foundations of VACFSS’ longtime practice of supporting the concrete needs of children and families, and the act’s focus on cultural continuity, partnerships with the child’s Indigenous community(ies), and work with the child’s circle, are deeply embedded in VACFSS policies like *Keeping our Children Safe* and *Raising our Children Together*. New tools like the Significant Measures Notifications now help us to go even further to ensure that all decision-making is done in collaboration with the child’s community(ies).

The other significant area of policy development has been related to the COVID-19 pandemic. Guided as always by VACFSS values, restorative practices and the framework of the legislation and the Ministry of Children and Family Development (MCFD) policies, we have developed our own suite of interim policies to address these unusual times. They cover everything from how workers will be supported through restorative supervision conducted over ZOOM as they work from home, to how workers can meet with children and families in ways that support safety and in relationship.

Research

The pandemic has also been on VACFSS’ research agenda. In early spring, we conducted a review of the emerging COVID-19 literature and research related to pandemics and natural disasters. The findings from the review have informed VACFSS’ pandemic planning and heightened awareness of the challenges faced by children and families as a result of the virus and responses to it.

The COVID-19 research highlighted the importance of developing our outreach to families and the incredible value at this time of creative collaborations with new community partners. We hosted two *Integrating our Practice* meetings by ZOOM, where team leaders, managers and practice Knowledge Keepers from across the agency came together with community partners to discuss how we might apply the research findings in our work. It was followed by a full pandemic-related review of the Child Protection Program, in which workers were asked to gather information

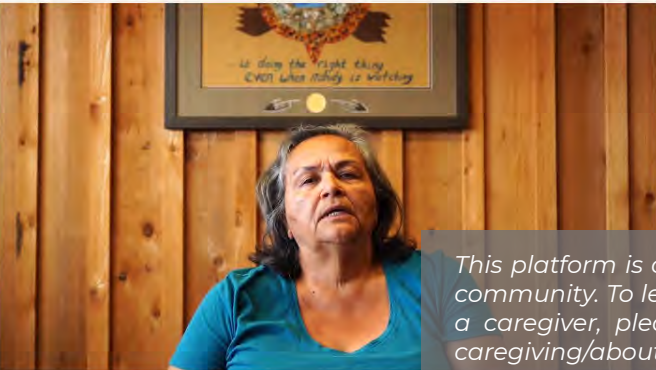


- Inclusive Foster Care: What is it?
- Inclusive Foster Care Videos
- VACFSS Cultural Programming
- Understanding Children's Responses to Visits
- Connecting Children to Culture and Family
- Access Guidelines & Foster Care Meetings
- Partners Roles and Networking in The Community
- Journeying Through Care
- Events Calendar

Inclusive Foster Care Videos

Youth, caregivers and social workers share successes, challenges and lessons learned in the care system

ORENE – INTERGENERATIONAL TRAUMA AND IMPACTS ON FAMILIES



This platform is only accessible to our caregiving community. To learn more about how to become a caregiver, please visit www.vacfss.com/foster-caregiving/about-caregiving/

Orene Johnston, Elder from the Squamish Nation and VACFSS Clinical Counsellor, discuss the intergenerational trauma of residential school and its impacts on Indigenous families.

about needs, strengths and interactions with all 364 families served by the program. Every worker in the Child Protection Program and the Family Preservation and Reunification Program was asked to contribute their knowledge to the project. The result has been an in-depth picture of the VACFSS service delivery that will inform work with individual children and families and guide program planning over the months to come.

Inclusive Foster Care Online Platform

Also on the development front, 2020 saw the launch of the VACFSS Inclusive Foster Care website for foster caregivers. It is a product of the Inclusive Foster Care study and the ensuing collaborative work with a large circle of foster caregivers, partners and staff to breathe life into the findings. It features multiple videos of VACFSS caregivers, youth and Elders talking about the meaning and application of Inclusive Foster Care.

It has a range of stories, practical tools and links to help all involved to keep children in care connected to their circle, community(ies) and culture(s). With the VACFSS goal of sharing the knowledge of our practices with others, the study has been published in the academic journal, *Child & Family Social Work*. (*Inclusive foster care: How foster parents support cultural and relational connections for Indigenous children*. <https://doi.org/10.1111/cfs.12730>). Meanwhile, the VACFSS youth are now working with the Guardianship Program and our partners at the McCreary Centre Society to explore issues of youth resilience and well-being in relation to the opioid crisis. This work is led by the VACFSS’ Youth Advisory Committee and the McCreary Centre Society, and supported by a Vancouver Foundation Participatory Action Research Investigate grant of more than \$250,000.00. It is exciting to see the level of youth engagement and to think about ways in which the findings might support the VACFSS’ vision. 🙌

CHILD PROTECTION

ANJU SOHAL / DONALD ROBERTSHAW, OPERATIONS MANAGERS

Program Overview

VACFSS has the responsibility and privilege for providing child protection (CP) and family support (FS) services with Indigenous children, youth and families who reside in the city of Vancouver. VACFSS’ Restorative Child Welfare Practice guides and grounds our walk with children and families.

VACFSS’ restorative child welfare practice is about “reframing our entire approach to child welfare [within our vision, mandate, values, and lived experience]: This starts with the acknowledgement that each Indigenous child is surrounded by a circle of family, extended family, community, Elders, and Ancestors.” VACFSS social workers join this circle. We bring a commitment to “ensure that the rights, safety, well-being and spirit of Indigenous children and their families are upheld, honoured and protected....and to strive to eliminate (their) oppression, discrimination, and marginalization.” Like others in the circle, we carry responsibilities to care for and honour the child as a sacred gift from the Creator.” (VACFSS *Keeping Our Children Safe Policy*, 2019, p. 8).

Gathering a strong circle of support around the child and their family through one of the collaborative pathways, services are delivered by providing practical support, concrete resources and cultural connections to keep children safe and with their family. CP is also responsible for receiving, assessing, and investigating alleged reports of child abuse, neglect and exploitation of children. Reports are predominantly assessed using a family development response model focusing on collaborating with families to address safety concerns for the best interest of their children.

CP social workers receive their mandate to carry out duties under the legal authority of the *Child, Family and Community Service Act (CFCSA)* and with the endorsement of the Indigenous community to ensure that Indigenous children are protected, and families are adequately supported. As an Indigenous agency, we look for innovative methods of providing safety for the child within the child’s circle of belonging and connection. In situations where children are determined to be at risk, CP prioritizes the least intrusive measures and kinship placement options to keep children safe. Ongoing access to the parent within the VACFSS Access policy is fundamental to keeping children connected. The overall goal of the CP Program is to support and facilitate pathways to healing. These pathways to healing begin with worker engagement, collaborative practice, in-house Elder, Family Preservation workers and gathering the families’ own circle of support.

The Child Protection Program at VACFSS functions within a restorative practice and policy framework that has evolved over time. *Keeping Our Children Safe* is the VACFSS CP policy that was created to support the unique ways in which CP has worked to practice in a restorative manner. Some of the ways that restorative practice has been implemented are as follows:

Staffing

- ▶ Hiring of staff with deep knowledge of Indigenous Peoples’ history in Canada and the impact of colonization
- ▶ Training and integration of restorative practice content and procedures in orientation and coaching

- ▶ A commitment to social justice
- ▶ Trauma-informed practice
- ▶ Social workers with lived experience working with the urban Indigenous community
- ▶ Knowledge of the various cultural Protocols and First Nations within BC and Canada
- ▶ Retention of 50% plus one of Indigenous staff in the CP Program

Practice

- ▶ A strong focus on the use of least intrusive measures
- ▶ Commitment to Family Preservation and Reunification referrals
- ▶ Engagement and collaboration of Elder support to families
- ▶ Facilitate access to cultural practice including participation in Ceremony
- ▶ Access funding and ensuring continuity of service through the use of Jordan’s Principle
- ▶ Safety planning with family and community
- ▶ Facilitate Collaborative Practice meetings where families create their own unique plan to address concerns
- ▶ Collaborating with Nations to find local community supports and cultural opportunities
- ▶ Kinship placements through Out-of-Care Options
- ▶ Exploring Voluntary Care Agreements and Special Needs Agreements with family
- ▶ Use of transfers of custody to family and kin (Section 54.01, *CFCSA*) over the use of a Continuing Custody Order application
- ▶ Supporting the Guardianship Program with completing rescindment assessments to cancel Continuing Custody Orders for children in care and returning them home to their families and communities

Accountable Practice

- ▶ Published Annual General Report on CP practice with Indigenous children and families
- ▶ Internal VACFSS audit of the CP Program
- ▶ Bi-annual reporting to the VACFSS Board of Directors
- ▶ Partnering with the Representative for Children and Youth to ensure children and youth’s needs are being addressed
- ▶ Responsiveness to complaints via the Quality Assurance Unit

The CP Program initiatives will continue to be developed with the guidance of key reports such as the *Truth and Reconciliation Commission of Canada: Calls to Action* and the *Missing and Murdered Indigenous Women* with respect to the child welfare system.

Caseload Profile

As of March 31, 2020, there were a total of 453 open service files. Of these, there were 267 Family Service (FS) files, as well as 141 Child Service Files (CS) files.

Child in Care and Legal Status 2019 - 2020

MARCH 2020 LEGAL STATUS OF CHILD IN CARE (CIC)	Total:
Continuing Custody	16
Interim Order	21
Removals	4
Special Needs Agreement	3
Temporary Custody	71
Voluntary Care Agreement	26
Legal total:	141

Children Out-of-Care

One of the key initiatives of the CP Program is out-of-care/kinship options. The out-of-care options social worker enhances restorative practice by working with 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 can lead to a full transfer of custody to kin and community 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 112 children receiving services under the out-of-care options program. Of the 112 children, 32% are placed under the provision of Kith and Kin or Extended Family Program, 8% are placed under transfer of custody under section 35(2) (d) and 41(1) (b), and 60% are placed under section 54.01. Of these 112 children, 48% are age 0-5, 35% are age 6-12, 17% 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, the out-of-care options program will continue to be used as a preferred option of providing safety to children within the extended family context. At present, there are 69 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. During this coming fiscal year, we will be seeking the option to transfer these files to DAA and/or MCFD in those service delivery areas.

Children-in-Care

As of March 31, 2020, there were 141 children in care with the CP Program. There were 26 Voluntary Care Agreements (VCA) and 3 Special Needs Agreements (SNA) signed this year. The use of agreements has steadily increased over the years. A continuum of least intrusive interventions were utilized, including engagement identifying the concerns with the parent(s) regarding the child safety issues and parental remedies; written safety plans addressed the concerns and were signed by the parent(s) where the children remain in the family home; court ordered supervision orders where children remain in the family home; written safety plans where the child(ren) were placed with family or friends while the parent(s) are addressing the immediate child safety issues; out-of-care child family placements where children are placed with extended family members; Voluntary Care Agreements where children are placed with parental consent in a foster home, and removals where a child's immediate and life threatening safety cannot be remedied by the preceding interventions.

As of March 31, 2020, there were 16 children under a Continuing Custody Order (CCO) status who are transferred to the Guardianship Program. With the continued 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

Table: Child in Care 2013/14 to 2019/20

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Children in Care	141	116	131	130	138	165	141

and community. The Guardianship team continues with the work of Inclusive Foster Care facilitating and supporting contact between a child in continuing care and the parent(s), the extended family and community through the various sections available under the CFCSA (section 54.1, rescindment and or adoption).

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 gathering the child's circle to develop a service plan for children and their parents, with a defined role for the extended family and the community. During this reporting period, there were a total of 180 referrals to the program. The new referrals during the reporting period were: Family group decision making (33), formal mediation (31), integrated case management meetings (24), family case planning conferences (48), and family support elder (44).

The CP Program continues to increase the capacity to offer cultural support to families served. This past reporting period, the Elders were involved with families either individually or through group settings. Elder knowledge and guidance are vital to our restorative practice approach as strengthening Indigenous identity and reclaiming cultural practices to parenting are fundamental to healing. Traditional teachings

and culture instill a sense of belonging and provides connection for people who have been disenfranchised through colonization. Reclaiming language, ways of being, traditional knowledge, and guidance through Elders' wisdom provides a strong pathway for reconnecting to one's intrinsic sense of self-worth.

Table: Collaborative Practice Services by Type 2018/19 to 2019/20

Collaborative Practice Services	2018/19	2019/20
FGC Meetings	18	33
ICM Meetings	15	24
FCPC Meetings	32	48
Mediation Referrals	47	31
Elder Referrals	50	44

Elders have been involved with social workers and are part of the Collaborative Services team. Families value Elder involvement especially given the impact of 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 historically and currently face.

For this reporting period, the Elders were involved with more than 50 families every month. The number of referrals for Elder involvement in all areas of practice will continue 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.

At CP, ceremony plays an integral part of the program. In this past reporting period, CP held two *Honouring our Sacred Bundles Ceremony*, which is a significant event that welcomes infants in care to the circle with their parents, family members, caregivers and helpers (including social workers). CP also supports *Homecoming Ceremonies* where parents are honoured for their perseverance, continuing their healing journey and completing the required steps to provide safety in having their children return home. Noteworthy is witnessing children taking pride in the blanketing ceremony with their parents and display a genuine sense of joy.

Program Highlights

- ▶ Leadership mentoring and coaching
- ▶ Increasing the number of delegated staff
- ▶ Supporting clinical practice through restorative supervision
- ▶ Family-led conferences
- ▶ 2 *Honouring our Sacred Bundles (Babies) Ceremony*
- ▶ Children's Winter Solstice celebration
- ▶ Clearing, Brushing and Smudging homes for families
- ▶ *Homecoming Ceremonies*
- ▶ Elder guidance and support
- ▶ Continued focus on least intrusive measures and alternatives to children coming into care
- ▶ Increase in the use of out-of-care options
- ▶ Ongoing engagement and relationship

development with affiliated First Nations and the urban Indigenous community

- ▶ Continue to support staff wellness through various program gatherings

We give thanks 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 honoured 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.

We are energized and grateful for the opportunity to serve the Vancouver Indigenous community through our restorative child welfare practice. We strengthen our child's circle by: Gathering the Circle - listening, assessing, and finding solutions together; creating security, belonging and well-being and keeping the circle strong. 🙌



The Honouring our Sacred Bundles Ceremony 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.

FAMILY PRESERVATION AND REUNIFICATION SERVICES

DORIS PETERS, MANAGER

History

In order to truly understand where we are going, we need to honor the path that brought us to this point. As such, we will journey through our rich history which is rooted in humble beginnings when United Native Nations vehemently advocated for an organization for Indigenous families involved in child welfare. As a result, in 1989, the Mamele Benevolent Society was founded, with modest annual funding of \$35,000. Journeying forward to 1992, VACFSS' Family Support Program was born of the Indigenous communities' steadfast advocacy and strength-based support.

Within Indigenous child welfare, Vancouver Aboriginal Child and Family Services Society (VACFSS) began with a focus on wholeheartedly supporting Indigenous children and families. In addition, VACFSS became a designated agency and was soon journeying alongside Indigenous children and families as the Ministry of Children and Family Development (MCFD) sent legal notices for court-involved Indigenous child welfare cases. An astounding 1,200 legal notices were forwarded from MCFD offices within the lower mainland to VACFSS within a short span which further substantiated the need to broaden our focus to include delegated services.

The VACFSS vision evolved from Family Support to the Family Preservation and Reunification Program which includes a range of services offered through various modalities. To this day, VACFSS continues to be the only Indigenous agency to have a dedicated Family Preservation and Reunification Program housed within a Delegated Aboriginal Agency. The agency proudly

continues to blanket Indigenous families within the richness of advocacy, therapeutic support and vital linkages to community supports.

Program Overview

The Family Preservation and Reunification (FPR) team feels blessed to engage in the intensive work with families and is fortunate to witness families shift in their relationships with their children, family, community, identity and culture. Further, we are privileged to work with amazing colleagues from each of the programs within VACFSS (Child Protection, Guardianship and Residential Resources), and work collaboratively to identify the possibilities and opportunities that we can facilitate for families. Lastly, the passion that guides our practice extends to all programs within VACFSS including, Administration, Human Resources, Infrastructure, and Finance who all provide FPR with support services which allows us to engage intensively with families.

Staffing

Today VACFSS' Family Preservation and Reunification Program employs 20 staff whose purpose and drive is inspirational as they champion to ensure that valued space is made for the well-being of children, youth and families.

Our team consists of 20 staff which includes:

- ▶ 1 Program Manager
- ▶ 2 Clinical Supervisors
- ▶ 11 Family Preservation Counsellors

Who is involved?



- ▶ 1 Strengthening Families Coordinator
- ▶ 1 In-Home Supports Coordinator
- ▶ 1 Part-time Client Support Elder
- ▶ 1 Supervisor of Administrative Support
- ▶ 2 Administrative Support Staff

Utilizing various modalities, the FPR program provides a comprehensive range of services and interventions to families and our team is committed to:

- ▶ Providing in-home supports services
- ▶ Strengthening parent-child relationship through individual and group support
- ▶ Minimizing the amount of time that children spend in care
- ▶ Engaging in intensive reunification planning and activity with families who have made significant shifts in their life circumstances to enable them to work toward rescinding a Continuing Custody Order
- ▶ Engaging in intensive reunification planning and activity with families whose children are in care temporarily

Interventions

The interventions and services we provide include: Intensive outreach, individual counselling, family counselling, group work, supervised access, crisis intervention, community referrals (substance use, mental health, domestic violence, and anger management), and culturally informed interventions. Further, we focus

on client engagement and collaborative planning to assist in moving families toward their goals. The Family Preservation and Reunification Counsellors are delegated at C3 and are trained within the CFCSA legislation. 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.

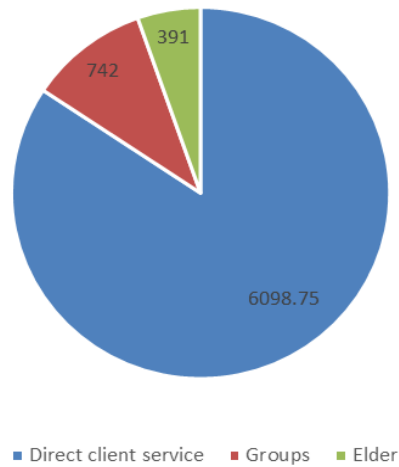
The purpose of the program is to:

- ▶ Address immediate crisis with concrete interventions to mitigate identified structural and parental factors that pose a risk to children. It is through this work that we build rapport and develop trust with a family which then allows us to address goals that require increased intensity and therapeutic engagement.
- ▶ Improve parenting confidence and abilities through therapeutic access, supervision and group support.
- ▶ Promote safe, timely, and lasting reunification and family connection for children placed out of their homes.
- ▶ Support parents within a culturally safe and therapeutic context to strengthen cultural identity and to focus on the well-being of the child.

Collaborative Planning

At a foundation meeting, parent(s), the child protection social worker and the family preservation counsellor

Hours of Service offered within FPR



identify goals. It is through this meeting that a team is developed with the sole purpose to support the family. Through our work with families we ensure that trauma-informed, strength-based and restorative practice are the cornerstones of how we engage with clients. Further, we mitigate structural barriers by addressing concrete needs and ultimately, it is by building trust that we are able to address the other goals that require a deeper trusting relationship. The Family Preservation and Reunification Counsellors provided services to 174 active families over two 6-month intervals. Eighty-five new referrals were received from the Child Protection and Guardianship Programs during this period.

Cultural Support and Education

Our Family Preservation and Reunification 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

- ▶ 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 and providing traditional local medicines for cleansing and healing
- ▶ Identifying 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

Client Support Elder

The Elder at the Family Preservation and Reunification Program continues to provide families and Family Preservation Counsellors with cultural support and guidance. As a VACFSS program Elder, the role includes supporting children and their families, offering guidance to VACFSS families, and providing support, guidance and consultation to staff.

In addition to accompanying the Family Preservation 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. As well, there has been an Elder involved

in the group work of Strengthening Families and the Strengthening Fathers groups for over 10 years and they have benefitted from Elder support since its inception. This fiscal year, 391 hours of cultural service have been provided directly to 111 clients of the Family Preservation and Reunification Program.

Group Work and Cultural Programming

The Strengthening Families Group is an 11-week facilitated group of culturally grounded workshops which provides parents with parenting education, support and guidance. In addition, it provides support to their children to increase social and emotional functioning. The families start each session by sharing a meal together. The adults and children then move to separate meeting spaces to engage in a series of activities that consist of short video presentations and facilitated discussions. The families reconvene in the final hour to engage in cultural sharing and other activities. The group is facilitated by Indigenous Knowledge Keepers who incorporate cultural awareness and teachings. This year, there were 3 sessions of Strengthening Families.

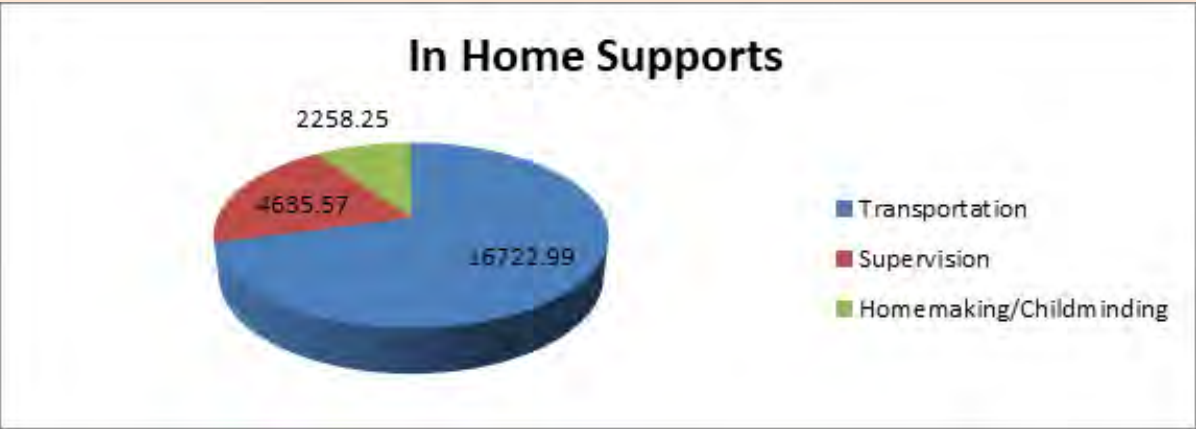
The Strengthening Fathers Group is an 11-week program that facilitates the exploration of parenting skills, the traditional role of father, cultural teachings, parent/child relationship, and the impact of intergenerational trauma. The group commences with a shared meal to encourage and promote interaction. The peer group format creates a safe supported environment where the fathers are able to learn and support one another and share each other's successes. This group is facilitated by Indigenous Knowledge Keepers who provide positive mentorship. This year, there were 3 sessions of Strengthening Fathers.

In total, there was 718 hours of group work done for both Strengthening Families and Strengthening

Fathers in the 2019/2020 fiscal year.

The Sacred Life-Givers (SSLG) Group is a 9 week series offered 2 times a year. It is culturally informed and provides supportive workshops to women deemed to have high-risk pregnancies. The group is intended to be holistic, examining all aspects of pregnancy from conception to birth. The concept of pregnancy as carrying a Sacred Bundle is meant to nurture participants' strengths and resilience, reduce risk factors, and offer a safe non-judgmental space to connect and share. The teachings are co-facilitated by a Family Preservation and Reunification Counsellor, Elder/ Knowledge Keeper, and guest speakers. The Sacred Life-Givers learn cultural concepts of: Motherhood, carrying a Sacred Bundle, strategies for self-care, reducing risk, increasing protective factors, developmental expectations, expressions for fostering positive attachment, and accessing community supports for mom and baby. Each week, the group opens with a shared meal, followed by culturally based teachings, discussions and activities relevant to each week's theme. This year the program was not offered, however, there is a commitment to continue the group due to how well received it was both in house and with our community partners.

The Circle of Security is an 8-week attachment based parenting group for children 0-5 and their families. It is a video based reflective parenting group where parents can explore their own experience being parented and relate it to how they feel in their parenting relationship with their children. It was offered 3 times in 2019/2020 and 2 staff received the Circle of Security facilitator training. The group was offered through partnerships with Alan Cashmore Centre and Fostering Early Development.



Cultural Education

Through the year, VACFSS offered a number of culturally-based events (ceremony, teachings, and activities) which were also available to Child Protection, Guardianship, Residential Resources, Family Preservation and Reunification Programs. Attendees at the three events included staff, staff children and families and person served 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 begin prior to the cultural teaching (what to wear, what to bring, what to do, their role, and Protocols). Staff are able to participate in ceremony as a way of opening their cultural lens which leads to cultural competence and deeper understanding.

This year’s cultural teachings included:

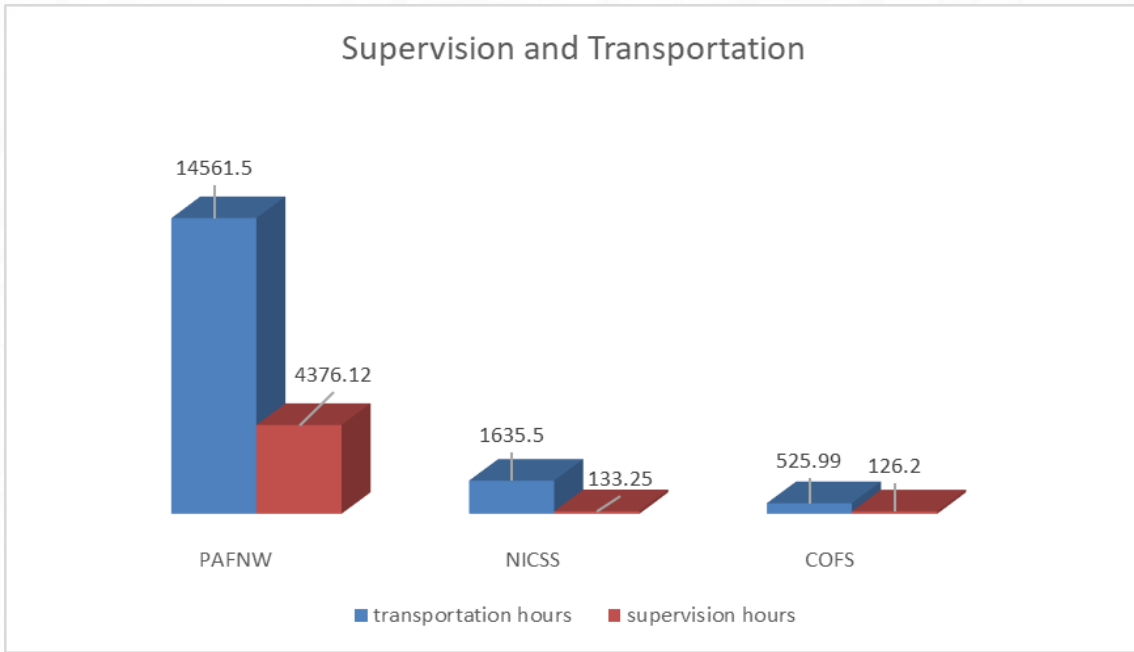
- Yuwipi (Lakota language) Osapachikan (Cree language) Ceremony which means to bring intention to sacred space and to draw on the

- spiritual energies for guidance
- Tobacco Tie teachings
- Sweat Lodge Ceremony
- Traditional teachings as they apply to the life cycle and specific life events

In-Home Supports

The In-home Supports Coordinator receives requests for contracted services from VACFSS Child Protection, Guardianship, and Residential Resource workers. The requests may include the following services to facilitate family visits and/or to reduce risks: Supervised access, transportation, crisis child minding, doula, homemaking, 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 updates waitlists. In Home-Support Services include the following partner agencies:

- **Supervised visitation, transportation and home making:** 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 that 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 4,376.12 hours of supervised visits and 16,722.99 hours of transportation provided by PAFNW, NICSS, and COFS.

Further, NICSS and PAFNW provide VACFSS' clients with homemaking to improve family functioning, 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 provided assistance 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 2,258.25 hours of homemaking provided to clients of VACFSS.

- **Family Day Program:** Family Services of Greater Vancouver provides a group facilitated day program for approximately 41 families. Areas covered during the 9 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. The Family Day Program recently underwent a shift in their group practice, in that, they offer families the ability to retake specific components of the parent group or to focus on specific areas. It is not mandatory that they complete the 9 weeks as this allows families the opportunity to customize the program to fit their needs.
- **Therapeutic Counselling for Children:** The Pace Program offers specialized therapeutic intervention for children who have experienced loss and/



or trauma. Through the child therapy program (play and/or art therapy) children are afforded an opportunity to work through, heal and resolve significant experiences that often result in social, emotional and behavioural challenges. The Pace Program within the 2019/2020 fiscal year provided 91.67 hours of service to children and served 27 clients for the year.

- **Child and Youth Interventions:** Watari Counselling Support Services Integrated Community Outreach Program (ICOP) assists in the development of goal orientated service plans, provides intensive intervention for up to 10 hours per week per child, promotes the development and reinforcement of social and life skills and connects our children to support services, specialized services and group intervention. This year, Watari reported providing 53 youth, with multiple high-risk behaviour, with specialized intervention. There were 998.6 hours of intervention to 53 children and youth served for the year.

- **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 8-11 children and youth each month with an average commitment of 4 hours of one-to-one time every 2 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, breastfeeding support, infant care guidance, sibling care and information on community services. Within the 2019/2020 year, there were 1,180.4 hours of service provided.



This year we enjoyed another successful Winter Solstice Celebration with the families we serve. Elder Shane Point shared the meaning and experience of the Winter Solstice, and our Board of Director, Perry Omeasoo, was an amazing Santa Claus.

Activities included balloon making, face painting, cookie decorating, Santa gift, picture taking, and a turkey dinner.

Goals

- To develop our story, to describe and bring to life the front line work that we engage in on a daily basis alongside families
- To work collaboratively with the other programs and to establish our identity with regard to the inspiring work that we engage in
- To revise and refresh the Family Preservation and Reunification policy

Celebrations, Accomplishments and Training

- The Family Preservation and Reunification Program has forwarded regular reports of the services being provided to the other programs

and the hours they have utilized within the contracts

- Through the above discussions we have identified areas to improve and streamline processes
- We engaged training for the Family Preservation Program which included: Working with Indigenous Fathers, Sohema, and Naloxone training
- Several staff attended the following training individually: My Tween and Me, Workplace Violence Prevention, Leadership Essentials
- We partnered with West Coast Families and Family Services of Greater Vancouver to deliver Trauma Informed Practice Learning Forum 🙏

RESIDENTIAL RESOURCES

GAVIN O'TOOLE, MANAGER

Program Overview

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

Implementing culturally restorative Indigenous child welfare practice and the *Truth and Reconciliation Commission of Canada: Calls to Action (TRC)* recommendations remain a cornerstone of VACFSS' practice and continues to guide and strengthen our approach to meeting our children and families' needs and aspirations.

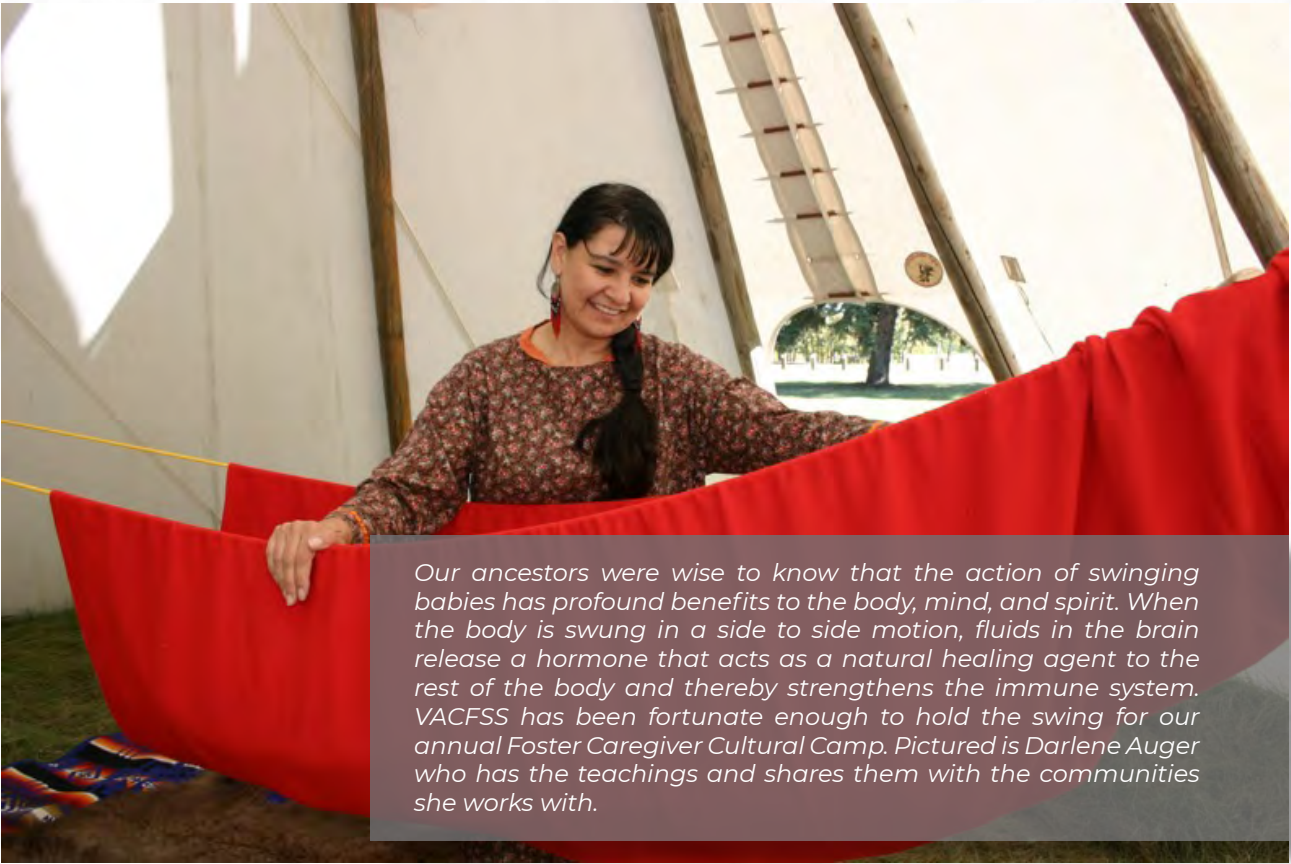
The Board of Directors and CEO's leadership provides strategic and risk mitigation goals and research that guides the program to focus on improving the lives of our children and families.

Concrete practices taken to reduce the number of children coming into care is demonstrated in the Residential Resource Program's collaboration with other programs to provide essential weekday and weekend respite care opportunities to parents. Child-specific respite is provided within our approved agency foster caregiver homes and specialized resources. Respite services and short-term care for the children

and youth (up to 14 days per month) provides support for children and thus allows parents to focus on their health and well-being.

The provision of respite services for parents is in line with the TRC recommendations to reduce the number of children coming into foster care. VACFSS commits to increasing community partnerships to develop additional respite opportunities for families including engaging parents to identify their own support network who can provide respite. Further, the Residential Resource Program's practice of Inclusive Foster Care provides direction for foster caregivers and social workers to ensure that children residing in foster caregiver homes have regular contact with their parents, extended family members, and home communities including opportunities for parents to accompany their children on visits to home communities. There is also a provision that sibling groups in care should be living in the same foster care home. Inclusive Foster Care practice encourages close working relationships between the child's social worker, resource worker, foster caregiver and the child's biological family and community around the goals and needs of each child's plan of care. This will result in more children being returned to their parents (rescindment of Continuing Custody Orders) or placed with extended family members (under out-of-care options placements).

The program continues to strengthen and enhance activities focused on family and cultural connectedness by supporting the following activities: *Honouring Our Sacred Bundles Ceremonies*, Annual Foster Caregiver Cultural Camp; restructuring our



Our ancestors were wise to know that the action of swinging babies has profound benefits to the body, mind, and spirit. When the body is swung in a side to side motion, fluids in the brain release a hormone that acts as a natural healing agent to the rest of the body and thereby strengthens the immune system. VACFSS has been fortunate enough to hold the swing for our annual Foster Caregiver Cultural Camp. Pictured is Darlene Auger who has the teachings and shares them with the communities she works with.

support program to foster caregivers by increasing the number of Indigenous caregiver support workers and increasing the number of cultural training/activities for VACFSS foster caregivers. In 2019, the VACFSS foster caregiver camp had over 100 foster caregivers and children participate in informative cultural practice that included story-telling, dance, cultural crafts and activities. This annual camp also hosted the traditional healing opportunity of using the Wiwip'son Swing where many children, youth, caregivers, and staff benefited from this powerful Indigenous therapeutic experience. The Wiwip'son Swing is a nurturing and spiritual experience.

The overall Residential Resource Program services remains consistent and focused on supporting an average of 421 children in care in 2019/2020. Of these children, 80% 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.

Consistent challenges for the program include meeting the request for new placements from the Child Protection Program, providing long term care for children and youth for whom accommodations are needed and maintaining overall optimum levels of family care homes to meet the agency needs for placements. Many children and youth may be part of a sibling group of two to five children making it very challenging to find care homes for the sibling group to remain together. However, our Inclusive Foster Care practice is one way to mitigate and lessen the impact of separation. VACFSS has increased support to our children and youth in care and youth with significant



Our annual Foster Caregiver Appreciation Dinner. It's important to us to recognize the continuing support and commitment of those who walk alongside families in their journey of healing.

One youth described growing up with her foster caregivers and biological family together. Her foster caregivers would help arrange regular visits with her biological family and ensured they were always made part of important events, such as birthdays. They would also travel with her to her First Nation community so she could experience and learn about her territory, customs, and traditions.

emotional and behavioural concerns due to their past trauma experiences. We have also increased information sharing on prevention and harm reduction and treatment. The program has responded to all these challenges by increasing collaborative practice, broadening clinical and cultural staff training and inter-disciplinary approaches to provide healing opportunities for our children and families.

A persistent trend is the increase of children and youth with complex needs requiring staffed supported placements either within the foster home or in a child-specific resource. This has resulted in the increasing number of children in child-specific resources. The numbers of child-specific placements have increased from 19 in 2016/2017, to 29 in 2018/2019 to a peak of 46 this year 2019/2020. The program has responded to the increasing numbers of children in child-specific homes by monitoring and reporting this situation to our funder. As a result, VACFSS anticipates receiving funding to cover the costs of these child-specific contracts' expenditures for 2019/2020. The Residential Resources Program has regular child-specific meetings with the Guardianship and Child Protection Programs via a child placement review committee with a view to assessing the needs of the children within available resources and discuss how these children can return home, be placed with a relative, and/or be placed with a skilled VACFSS foster caregiver. To assist with the number of placement requests for infants, children and youth for whom accommodations are needed, the recruitment of Indigenous and non-Indigenous foster caregivers and skilled caregivers has been a priority. The continued engagement of the Indigenous community in Vancouver through promoting foster care at community events has been beneficial. In addition, targeted advertising through social media has also been an asset.

Inter-program collaboration continues to place children at the centre of our work and remains essential to ensure the best outcomes for our children. This is demonstrated by program managers and supervisors actively participating in program manager meetings. This collaboration includes: Integrating Our Practice meetings, child placement review meetings, integrated case management meetings, child-specific specialized contract review meetings, and staff training.

I am humbled and grateful to all our community partners for their tireless commitment to our children and youth and of which none of the work we are doing could be done without these partnerships.

Residential Resources Caseload Activity

The average number of children in care has remained fairly consistent over the last 5 years, from 409 (2015/2016) to 421 (2019/2020). The numbers of children in care by age showed mixed results with the 15 to 18-year-old group showing steady decline since 2010/2011; the greatest steady annual increase was in the 10 to 14-year-old group and the 5 to 9-year-old age group has been similar for the past four years. Both 1 to 4-year-old age group and 0 to 12-month age groups have shown overall annual decreases.

The percentage of children in care residing with foster caregivers is currently 80%. 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 (7 children), children in independent living (5 youth) and children living with family or significant others (13 children). The number of children in child-specific placements has increased from a monthly average of 29 children

(2018/2019) to 46 children in 2019/2020. This child-specific placement increase is due to many children who cannot be served within the VACFSS and shared MCFD foster care network (including, children under 12 years, large sibling groups, and medically vulnerable infants). Many of these children have significant behavioural, mental health, medical, or developmental challenges. The program remains committed and responsive with 162 foster homes. The skill level of the foster caregivers, as indicated through the Levels of Care System remains equitable with between 34 to 54 foster caregivers in each level. The level system consists of three levels: Level one (new foster caregivers with limited fostering experience) 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 care homes (family or significant others to the child placed) has remained relatively constant over the last ten years from 30 homes in 2010/2011 to 34 homes in 2019/2020.

The number of Indigenous foster caregivers has decreased over the last five years but have remained similar to the previous year with 40 foster homes in 2018/2019 and 39 foster homes in 2019/2020. This decrease is attributed to the increase in out-of-care placements in Child Protection. The program is actively reaching out to the Vancouver Indigenous community to recruit new foster caregivers and this remains a program priority.

The collaborative planning consultations and caregivers' commitment to placing siblings together has resulted in 9 children being placed together with their siblings during the reporting period. The Collaborative Practice Program was also used to support several high-risk/complex needs children and youth.

Guardianship, Residential Resources and Child Protection supervisors and managers working groups have assisted with improving the identification of high-risk/needs children along with assessing and providing additional support for the caregivers. VACFSS Residential Resources staff continue to use a structured tracking tool to ensure that all essential tasks are completed, such as contract management, criminal record checks, home visits, annual reviews, annual recordings, relief caregiver assessments, and home safety checks. The need for enhanced planning and support for foster caregivers 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 several interventions. For example, a number of foster caregivers and their families accompany children to visit their home communities (usually welcomed with a ceremony or celebration). The feedback from families has always been positive.

Foster caregiver recruitment, and Indigenous foster caregiver recruitment is a priority for VACFSS. The recruitment resource social workers have engaged the Vancouver community including urban Indigenous community at numerous significant events during 2019/2020 including: West Coast Night and Prairie Night – Vancouver Friendship Centre, Hoobiyee, Talking Stick Festival, National Indigenous Peoples Day at Trout Lake, First Nations Language Conference, Wet'suwet'en Wednesdays, Heiltsuk Recruitment event at VACFSS, Squamish Youth and Veterans Day Pow-Wows, Italian Day, Recovery Day New Westminster and the PRIDE Celebration. The recruitment team is highly motivated to continue with the above events and undertake an intensive social media campaign.

A special focus also included recruitment for foster

caregiver applicants who can foster infants, infants with special needs, sibling groups of three or more, and provide care for children and youth for whom accommodations are needed. Most foster caregiver inquiries are due to recruitment event inquiries, the VACFSS Facebook page and ads, the VACFSS website and the foster caregiver information sessions. The number of new foster homes opened in 2019/2020 is 8, of which 1 is Indigenous. An additional 3 new Indigenous foster homes will be available in early fiscal 2020/2021.

In 2019/2020, April Bennett, Cultural Coordinator, joined the VACFSS Residential Resources Program. She has been supporting cultural practice at VACFSS in various ways since 1995. April's humble and tireless work, in all aspects of creating a strong cultural milieu within the organization, is a powerful driver of energy. A bright star in orienting agency staff in culturally restorative practice, April's work contributes to the agency's strong cultural fabric and cultural orientation experienced by staff and those we serve.

Residential Resources Budget and Expenditures

The program expenditures have increased over the previous years from \$18,837,403 in 2017/2018 to \$20,108,124 in 2018/2019 and \$22,210,246 for this year 2019/2020. The main factor for these annual expenditure increases continues to be the use of child-specific specialized contracts to meet the complex care needs of children and youth. Four new child-specific staffed specialized resources were developed in 2019/2020.

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 children and youth for whom accommodations are needed)

- ▶ Continue to recruit family, extended family to provide kinship care to their children and youth
- ▶ Continue to implement and support the Inclusive Foster Care practice and policy
- ▶ Continue to focus on foster caregiver retention and capacity building
- ▶ Continue to review and coordinate child-specific specialized placements with managers and social workers through the child placement review committee
- ▶ Continue to monitor expenditures to respond to budget limitations and advocacy for increased funding
- ▶ Continue with research and committee work to enhance the VACFSS' implementation of Inclusive Foster Care and culturally restorative Indigenous child welfare practice
- ▶ February and March 2020 brought the emergence of the COVID-19 pandemic. Radical changes to social contact in all relationships was required and very quickly. Strong collaboration and team work among all VACFSS programs has been a defining feature and shining moment in our collective VACFSS experience during this pandemic.

I am honored and greatly value the opportunity to learn, participate, and lead in the VACFSS' 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 acting as the legal guardian to Indigenous children in care under a Continuing Custody Order (CCO) of VACFSS that is grounded in a restorative practice approach and the foundations of the Aboriginal Policy and Practice Framework. Our approach situates the child in the centre surrounded by a circle of support of family, community and culture. The core of the work with our children focuses on developing holistic care plans with an emphasis on connection to family, culture, 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, one Guardianship Consultant, one Lifelong Connections Worker, one Social Work Assistant and one Child and Youth Engagement Coordinator. This year, we also added a part-time Indigenous wellness counsellor to the team to support youth working through trauma and arising issues of grief and loss. Together, we hold a shared vision of first reducing the numbers 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 Indigenous identity and a leadership vision for their future.

A database has been in place for nine years that highlights the outcomes of our youth leaving care, and their journey through care. The database allows us to develop an evidence-based framework for our practice

and ensure that our practice and initiatives are representative of who our children are, and of their unique needs and vulnerabilities.

This year, we represented 260 children and youth as their legal guardians. This represented a slight decrease in numbers due to children and youth aging into the community through our permanency framework and receiving less transfers of children in continuing care from the Child Protection Program.

Database Information

This report reflects the data of youth that left care in 2019, and comparison data against the previous nine years. As per the previous year, 20 youth aged into the community this year. Three 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. All 3 children achieved adoption plans to established members of their circles. These plans were done in partnership with family and community. The following charts offer a nine-year comparison of relevant information. Note, the first five years of data collection have been summarized to reflect the average of these years.

Of the youth leaving care this year, 25% (5 youth) were eligible for Community Living BC (CLBC) services, and effectively transitioned to adult services and placements. Upon leaving care, 25% (5 youth) remained in their former foster home demonstrating a strong sense of belonging that was achieved through their placement.

Number of Youth Leaving Care

YEAR OF AGE OF MAJORITY	YEAR OF BIRTH	NUMBER OF YOUTH/FILES	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 (36%)
2016	1997	26	24 (92%)	11 (42%)
2017	1998	17	15 (88%)	5 (30%)
2018	1999	20	16 (80%)	5 (25%)
2019	2000	20	16 (80%)	5 (25%)

Education Level Achieved at Discharge

Year	Grade 12 (DOGWOOD)	Leaving School certificate	Grade 11	Grade 10	Less than Grade 10
2010 to 2014	Average 11.25 (15%)	Average 16 (22 %)	Average 4 (5%)	Average 5.75 (8%)	-
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%)	-
2018	14 (70%)	2 (10%)	1 (5%)	-	3 (15%)
2019	15 (75%)	4 (20%)	-	-	1 (5%)

This year saw another high rate in children graduating with high school diplomas and leaving certificates. Ninety-five percent (96 youth) 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 into the community.

The average number of moves while in care for this cohort of youth leaving care was 8.1. As per previous years, the average number of moves for those that achieved 12 years of schooling was less than those that did not. This is a reflection of the stability achieved in care having a direct impact on a young person's outcomes by the time they leave care.

Permanency Planning

This year has brought two significant developments which will increase our permanency planning, and ensure that our children remain connected within their circle. We have added a Social Work Assistant to our team with the sole focus of assisting Guardianship social workers in finding family that will help expand the child's circle, and honor the significant relationships within their circle. As part of the Social Work Assistant role, we have substantially increased the placement of children within their circles. This is one of our critical tenets of practice - we are consistently looking towards extended family and community to provide long-term care for the child. Further, we are looking at expanding our kinship care model and defining the best practice in this area.

Our practice highlights the importance of planning for permanency in partnership with First Nations and communities, and this year we travelled to Mt. Currie, Prince George and Alert Bay for these dialogues. Tracking mechanisms are in place for children-navigated returns to family, or formalizing established kinship ties in the child's circle. Of the plans formalized in 2019, there were 3 adoption plans to members of the child's circle. There are 67 cases that are currently in the process of being formalized and tracked for permanency within extended family or community.

Cultural Connections, Interventions and Planning

The Guardianship Program continues to strive for children and youth developing strong and healthy Indigenous identities that are rooted in their own specific cultures. We are active in 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 and strong positive urban Indigenous identities. This work is supported by all of our social workers and coordinated by our Lifelong Connections Coordinator.

This year, 65 children travelled to their home communities to participate in *Homecoming Ceremonies*. Some of the communities included 'Namgis, Heiltsuk, Sagkeeng, Saddle Lake, Lake Babine and Gitksan First Nations, among others. Children also travelled to Winnipeg, Edmonton, and Calgary to visit their extended family and siblings.

The Touching the Land of our Relations policy, which commits to sending each of our children home to their home communities during their time in care, has truly been grounded in practice. As we can see by the youth that aged out-of-care, 80% youth had engaged in cultural *Homecoming Ceremonies*. As per previous years, several of the trips were also made with biological parents, ensuring that our restorative practice continually situates children within their family.

Youth are also aging into community with a stronger connection and engagement with culture. This is in part due to the Culturally Relevant Urban Wellness (CRUW) program's integration in the Guardianship Program, where the majority of youth aged 12-15 have been through the program and established a foundation of cultural engagement and positive Indigenous identity in early adolescence.

The Guardianship Program also engaged in several local cultural initiatives and have partnered with urban initiatives that communities have been providing. For example, our youth and children from Wet'suwet'en attend the *Wet'suwet'en Wednesday*, a weekly

Nation-specific cultural group. Our children and youth have also attended medicine gathering and harvesting, dreamcatcher making and cedar weaving. Children and their families attended community events such as the National Indigenous Peoples Day, Hobiye, Friendship Centre nights, and local community powwows.

This year, the Guardianship Program has started an initiative to review care plans in partnership with First Nations and actively engage them in planning. VACFSS hosted Wet'suwet'en, Heiltsuk, Lil'wat, Kawacatoose and Lake Babine First Nations in these meeting for their member children.

Staff Development

Guardianship continues to be well supported by a long-term senior staff team with a low turnover rate. This year, our team has also been active in trainings and dialogues regarding the new federal Bill C-92 and its implications for practice. As a team, we continue to be invested in the growth and development of the program, by being actively engaged in community partnerships, participating in new initiatives and dedicating incredible energy to walking alongside our children as they journey through care. This year, we focused on the new Restorative Supervision Model, working with complex presentations, and developing strong cultural planning within the program. We continue to support key staff with adoption delegation training to build capacity in permanency planning, and have formalized our partnership and mentorship with the Ministry of Children and Family Development (MCFD) adoption team.



The Gathering the C.I.R.C.L.E.'s 2019 Little Big House Fall Feast was particularly special as our cultural educators for the program announced the completion of a project they had been working on all year. They researched and worked diligently with each child's Nations to create Cultural Journeys. The purpose of these Cultural Journeys is for the children to have a resource that speaks to their specific Nations and cultural identity, including what territory they come from, their language, cultural practices, important historical figures, and other important information.

Youth Engagement

Creating a sense of belonging, resiliency and leadership skills for our youth 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, to have their voices heard; and to develop strong Indigenous identities.

Our children and youth participated in the Honouring the Journey of our Youth Ceremony, CRUW Program, and acted as mentors at the Children's Indigenous Rights, Culture and Language Education (CIRCLE) Program.

Youth Advisory Committee

The Youth Advisory Committee (YAC) continues to be a strong and committed group of youth in or from our care and ensuring that VACFSS holds a youth voice, and who are committed to advocating for change in the

care system. The 12 young people on the committee are living example of best practice in honouring the voices of Indigenous youth in and from care. This year marked the completion of their strategic plan - a document that will guide their work for the next two years. They have chosen to focus on mentorship and aging into community as their priorities. This year also marked the fourth overseas trip to present at the *International Indigenous Social Work Conference*, this time in Taiwan. Five leaders were chosen to participate on this incredible cultural knowledge exchange and expand their relationships with other Indigenous groups. Embedded in the agency, YAC continues to lead us in best practice, have input into our policies, and advocate in the larger community. This year, they have expanded their scope and added their voices to many projects and initiatives.

As partners in the delivery of Indigenous child welfare,



CIRCLE SPRING FEAST

YAC invited the Child and Youth Representative, Jennifer Charlesworth, to the agency for her second visit with the intent of making this an annual meeting with them. 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.

Culturally Relevant Urban Wellness

The VACFSS Culturally Relevant Urban Wellness (CRUW) program completed its 8th year in 2019 with the long-standing support of staff, contractors, UBC Farm, Musqueam, the Indigenous Research Partnerships, youth mentors, and the program Elder,

Dr. Lee Brown, among others. CRUW has partnered with youth-serving organizations in the past, reserving a third of the registration for youth outside of VACFSS; this was the first year that the program partnered with the MCFD.

Close-knit friendships were developed between the youth, which showed in their daily interactions and at the graduation at the end of the program year. Youth learned a song from Elder Darrell Bob that they were able to share with their friends, family, and caregivers during the graduation with the drums they were gifted at the event.

Children's Engagement

Children's Indigenous Rights, Culture and Language Education (CIRCLE)

The VACFSS Gathering the CIRCLE program completed its 3rd cycle this past year (September 2018 – June 2019). By the third year, there was a core group of children who continued consistent attendance in the program which contributed to a sense of community and led to the strong relationships built between CIRCLE staff, children, and caregivers.

Kwasuun, Rose, and April, with the help of local Elders and Knowledge Keepers, incorporated activities into the program that taught cooking and preservation skills, artistic processes, and the importance of storytelling – both the act of, and learning from, storytelling and the messages embedded within. All CIRCLE program teachings and activities follow that of our natural clock/calendar; for example, learning about food preservation practices in the fall to prepare for winter and the hibernation of plants and animals. The older CIRCLE group (ages 10-13) was made up of all boys, who participated in bi-weekly sessions with Chuck Lafferty and Woody Morrison in a boys circle group.

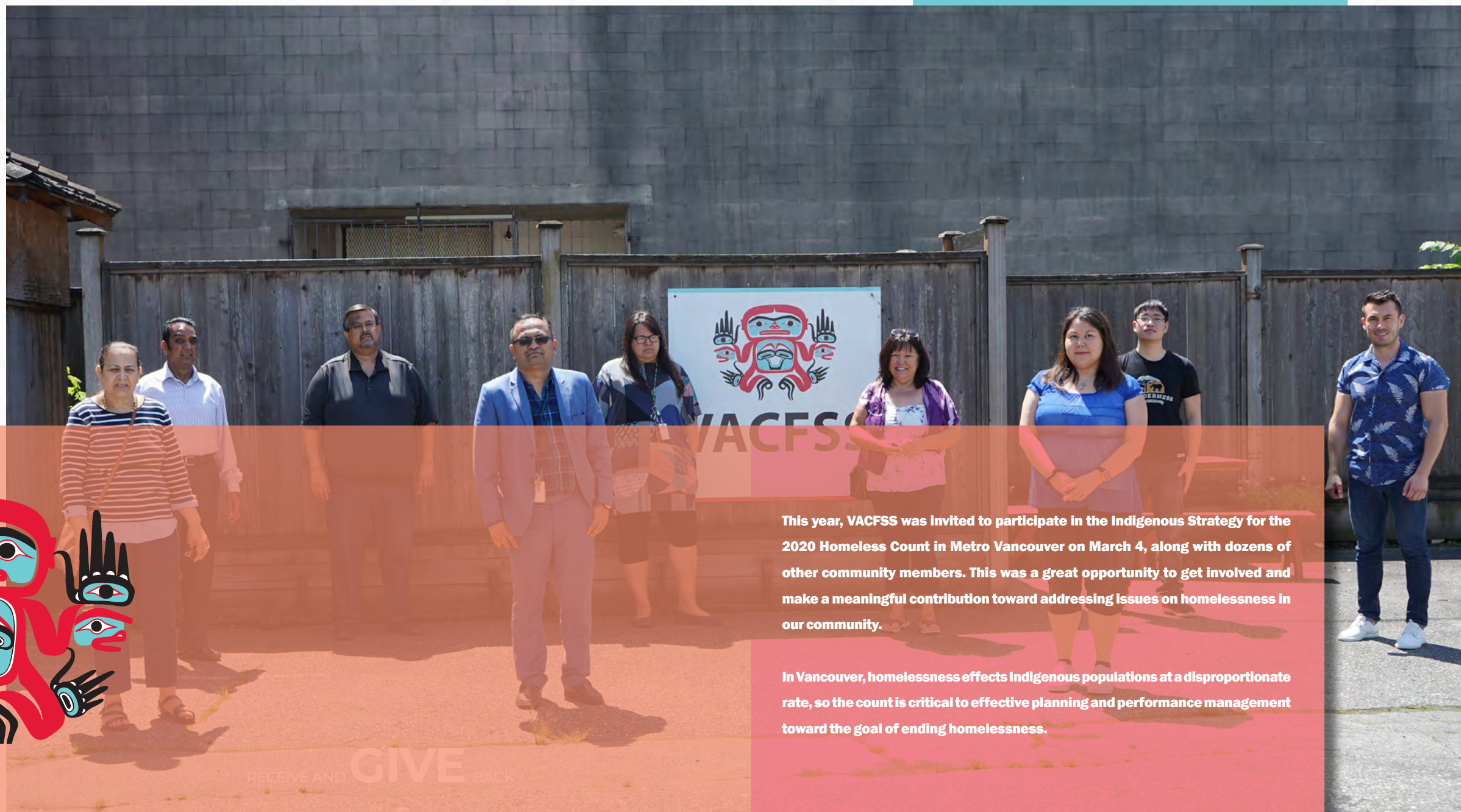
Each CIRCLE program year celebrates the transition of the seasons with four *Little Big House Feast* – one for fall, winter, spring, and summer. The feasts are a time for those in the children's circles – caregivers, social workers, parents, siblings, and other family – to come together, share a meal, and learn about the work being done in the program. This year, the summer feast not only celebrated the transition into summer and the end of the CIRCLE year, but also included a drum awakening ceremony. Every child in the program had made drums during the year, one to give away and one to be awakened in ceremony in front of their loved ones.

In 2020

We are looking forward to another year of child and youth engagement, meaningful planning and an ongoing honouring of our children in care. This year, we look forward to continuing to expand our practice in permanency - developing plans with our children's families, and strengthening their ties to their circles. We also look forward to greater partnerships with our Indigenous community partners as we navigate Bill C-92 and its implementation. We will continue to seek guidance from our YAC, engage with our children and families through our variety of programs, and continue to have a vision for our children and youth where they are healthy, safe, and have strong and bright futures. 🙏

Participation in HOMELESS COUNT IN METRO VANCOUVER

2020



This year, VACFSS was invited to participate in the Indigenous Strategy for the 2020 Homeless Count in Metro Vancouver on March 4, along with dozens of other community members. This was a great opportunity to get involved and make a meaningful contribution toward addressing issues on homelessness in our community.

In Vancouver, homelessness affects Indigenous populations at a disproportionate rate, so the count is critical to effective planning and performance management toward the goal of ending homelessness.

RECEIVE AND GIVE BACK

FINANCE

KIM LOUIE, MANAGERIAL CONSULTANT

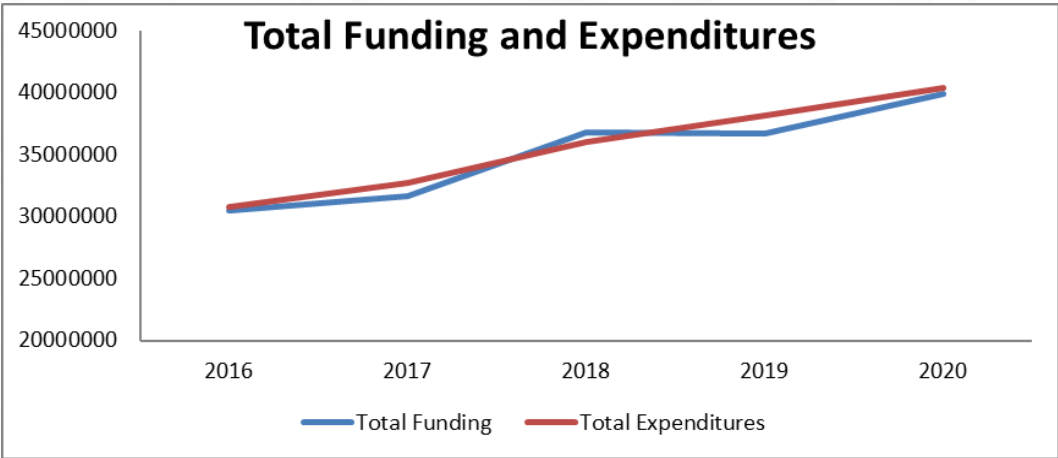
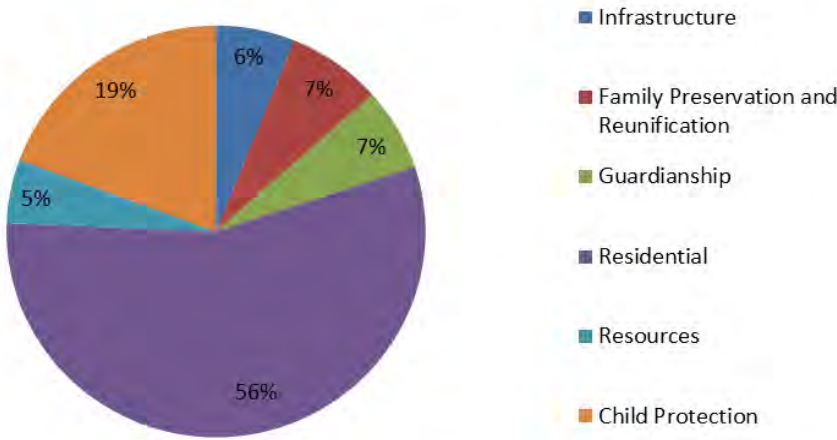
Revenue

Funding from the Ministry of Children and Family Development (MCFD) remained relatively consistent to 2018/19 levels with nominal collective agreement wage lifts. The 2019/20 fiscal year ended with a surplus of \$68,177 as a result of budgeted contribution from the previous year's efficiencies. The 2019/20 fiscal year will result in a further efficiency once outstanding maintenance costs are reconciled.

MCFD Funding by Department

Department	MCFD Funding
Infrastructure	\$2,417,945
Family Preservation and Reunification	\$2,907,350
Guardianship	\$2,563,984
Residential	\$22,052,892
Resources	\$2,014,559
Child Protection	\$7,681,376
Total	\$39,638,105

MCFD Funding by Department



Departmental Overview

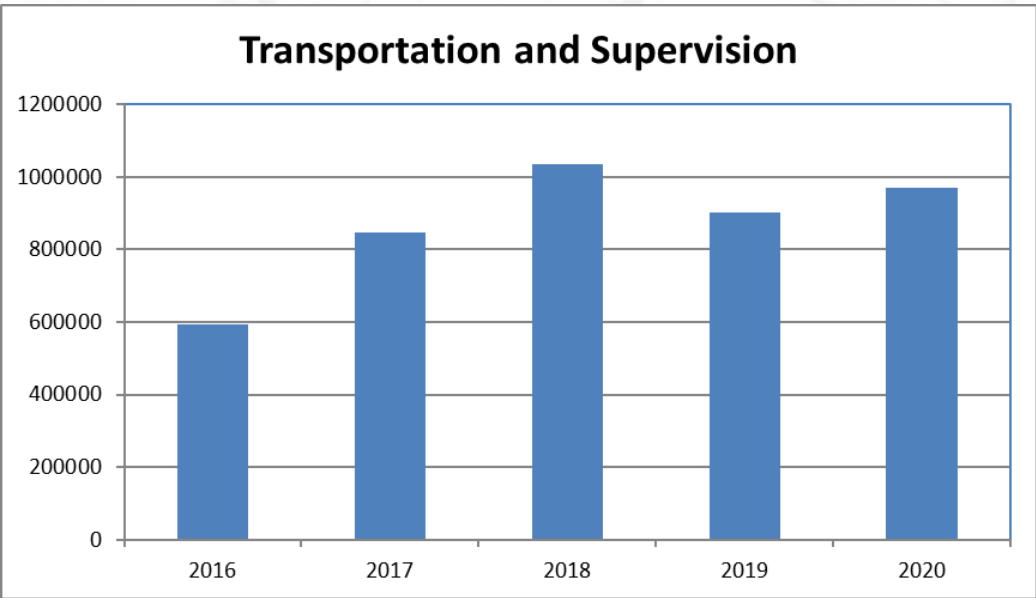
Infrastructure

There was a nominal increase in principal funding, as MCFD's formula funds administrative services relative to operational funding. Overall, Infrastructure expenditures comprise of 15% of total operational funding. The year-to-date deficit is primarily due to the use of casual labour to backfill temporary vacancies, upgrade of computer supplies and support and increase in professional dues.

Family Preservation and Reunification

There was a small surplus in funding for Family Preservation and Reunification Services due to a decreased use of contracted services. Following a review of escalating transportation costs for children to maintain kinship ties and to support ongoing parental access, funding was transferred to Guardianship, Child Protection, and Residential Resources for direct management of budget.

Transportation and Supervision



Overall, there was a slight increase in the use of transportation and supervised visits compared to last year, although costs are less than in the peak spending year in 2017/18.

Guardianship

In 2019/20, funding for Guardianship remained static, however the allocation of most of the cultural support grant enabled enhanced programming. There was a net program excess of \$197,934 as a result of the grant and interfund transfers.

Residential Resources

There was an increase in the Residential Resources budget due to caregiver rate increases and to meet escalating actual costs. The use of child-specific placements remains higher than usual due to a lack of care alternatives for children with complex needs. VACFSS has implemented various mitigation measures including the establishment of an internal placement review committee.

Child Protection

There was a net program excess of \$238,230 primarily due to staffing vacancies and better management of transportation costs for children’s needs.

Summary

Ongoing collaborative discussion with MCFD is required regarding the need for consistent, sustainable funding to support and enhance cultural and restorative child welfare practices. Furthermore, a review with MCFD is required particularly regarding cash flow and the Standardized Funding Approach. As a result of the COVID-19 pandemic, there has been a greater emphasis on supporting families in need to ensure safety and well-being, and modifications to the service delivery model. 🏡

AUDITOR'S REPORT

Financial Statements of
VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY
And Independent Auditors' Report thereon
Year ended March 31, 2020



KPMG LLP
PO Box 10426 777 Dunsmuir Street
Vancouver BC V7Y 1K3
Canada
Tel 604-691-3000
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INDEPENDENT AUDITORS' REPORT

To the Members of Vancouver Aboriginal Child & Family Services Society

Report on the Audit of Financial Statements

Opinion

We have audited the financial statements of Vancouver Aboriginal Child & Family Services Society (the "Entity"), which comprise:

- the statement of financial position as at March 31, 2020
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements and schedules, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2020, 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..

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **"Auditors' Responsibilities for the Audit of the Financial Statements"** section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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



Vancouver Aboriginal Child & Family Services Society
Page 2

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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.



Vancouver Aboriginal Child & Family Services Society
Page 3

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Reporting on Other Legal and Regulatory Requirements

As required by the Societies Act (British Columbia) we report that, in our opinion, the accounting policies applied in preparing and presenting 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 period.

Chartered Professional Accountants

Vancouver, Canada

July 28, 2020

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Financial Position

March 31, 2020, with comparative information for 2019

	2020	2019
Assets		
Current assets:		
Cash and cash equivalents (note 2)	\$ 2,568,284	\$ 3,893,690
Short term investments (note 3)	1,000,000	1,000,000
Accounts receivable	114,260	70,362
Prepaid expenses	149,800	109,698
	<u>3,832,344</u>	<u>5,073,750</u>
Security deposits paid	45,301	45,301
Long term investments (note 3)	1,000,000	1,000,000
Capital assets (note 4)	303,145	221,880
	<u>\$ 5,180,790</u>	<u>\$ 6,340,931</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 946,425	\$ 1,590,161
Payroll liabilities	584,798	454,161
Deferred contributions (note 5)	12,642	12,642
Due to Ministry of Children and Family Development (note 6)	122,413	171,747
	<u>1,666,278</u>	<u>2,228,711</u>
Deferred capital contributions (note 7)	49,395	66,525
	<u>1,715,673</u>	<u>2,295,236</u>
Net assets:		
Invested in capital assets (note 8)	253,750	155,355
Internally restricted - capital acquisition	1,762,641	1,762,641
Unrestricted	1,448,726	2,127,699
	<u>3,465,117</u>	<u>4,045,695</u>
Operating lease commitments (note 9)		
	<u>\$ 5,180,790</u>	<u>\$ 6,340,931</u>

See accompanying notes to financial statements.

Approved on behalf of the Board:

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Funding revenues:		
Provincial government contributions - Principal funding	\$ 39,638,105	\$ 37,442,952
Deferred contributions:		
Related to operations - recognized (carried forward) in year	-	741,064
Related to capital assets amortization (note 7)	17,130	25,504
	17,130	766,568
	39,655,235	38,209,520
Expenses:		
Direct program costs:		
Automobile expenses	153,048	176,755
Caregiver expenses	517,783	641,682
Child-in-care costs	1,993,739	1,702,890
Client assistance	45,462	37,609
Collaborative practice costs	12,475	8,471
Contract services	364,088	694,544
Cultural support costs	311,153	261,547
Family support expenses	522,171	499,510
Materials residential resources cost	20,221,306	18,480,597
Out of care caregivers	23,529	21,344
Out of care children	8,972	7,317
Out of care maintenance	1,236,753	976,125
Program supplies and miscellaneous	179,347	207,355
Salaries and benefits	8,912,048	8,342,300
Telephone and cellular	44,680	34,821
	34,546,554	32,092,867
Service costs:		
Amortization	66,742	38,829
Bank charges and interest	375	317
Contract services	1,940	2,249
Equipment leasing	14,665	13,348
Equipment purchases	52,817	22,066
Office and general	197,705	198,339
Public relations and community services	1,371	4,749
Rent and repairs	1,468,961	1,385,260
Salaries, labour and benefits	1,284,410	1,250,943
Special events	8,459	14,989
Staff related costs	92,058	58,283
Telephone, fax and cellular	120,683	117,980
	3,310,186	3,107,352

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations (continued)

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Expenses (continued):		
General and administration expenses:		
Annual general meeting	500	1,462
Amortization	16,284	17,953
Bank charges and interest	7,066	7,108
Board expenses	38,877	55,799
Computer supplies	14,055	7,893
Contract services	16,784	14,523
Equipment leasing	2,588	2,240
Equipment purchases	15,330	22,278
Insurance	19,593	17,619
Office and general	51,969	50,890
Professional dues and membership	32,880	9,349
Professional fees	79,215	102,317
Public relations and community services	10,251	38,714
Rent and repairs	182,300	200,608
Salaries, labour and benefits	1,942,383	1,979,319
Special events	29,655	119,247
Staff related costs	154,623	138,120
Telephone, fax and cellular	32,661	33,259
	2,647,014	2,818,698
Excess (deficiency) of revenue over expenses before undernoted	(848,519)	190,603
Other revenues:		
Resource homes revenue	67,064	300,826
Other income (note 11)	200,877	286,230
	267,941	587,056
Excess (deficiency) of revenue over expenses	\$ (580,578)	\$ 777,659

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Changes in Net Assets

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Net assets, beginning of year	\$4,045,695	\$3,268,036
Excess (deficiency) of revenue over expenses:		
Guardianship of resources (schedule 1)	197,934	310,768
Infrastructure (schedule 2)	(152,037)	356,249
Residential resources (schedule 3)	(1,033,004)	61,995
Family preservation (schedule 4)	168,299	-
Child protection (schedule 5)	238,230	48,647
	(580,578)	777,659
Net assets, end of year	\$3,465,117	\$4,045,695

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Cash Flows

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$ (580,578)	\$ 777,659
Items not involving cash:		
Amortization	83,026	56,782
Amortization of deferred capital contributions	(17,130)	(25,504)
	(514,682)	808,937
Changes in non-cash operating working capital:		
Decrease (increase) in accounts receivable	(43,898)	12,757
Decrease (increase) in prepaid expenses	(40,102)	38,187
Increase (decrease) in accounts payable and accrued liabilities	(643,736)	590,774
Decrease in deferred contributions	-	(741,064)
Increase in payroll liabilities	130,637	22,318
Decrease in due to Ministry of Children & Family Development	(49,334)	(943,891)
Increase in security deposits paid	-	(100)
	(1,161,115)	(212,082)
Investing:		
Acquisitions of capital assets	(164,291)	(75,963)
Increase in short term investments	-	(493,042)
	(164,291)	(569,005)
Decrease in cash and cash equivalents	(1,325,406)	(781,087)
Cash and cash equivalents, beginning of year	3,893,690	4,674,777
Cash and cash equivalents, end of year	\$ 2,568,284	\$ 3,893,690

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY
Notes to Financial Statements

Year ended March 31, 2020

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). 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; and
- (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 Canada Handbook and include the following significant accounting policies:

- (a) Cash and cash equivalents:

Cash equivalents consist of high interest savings accounts held within investment portfolio.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY
Notes to Financial Statements (continued)

Year ended March 31, 2020

1. Significant accounting policies (continued):

- (b) Short-term investments:

Short-term investments represent guaranteed investment certificates and other savings deposits with maturity dates within twelve months of year-end.

- (c) Long-term Investments:

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

- (d) Capital assets:

Purchased capital assets are recorded at cost of acquisition plus any directly attributable cost of preparing the asset for its intended use. Amortization is provided using the declining balance method and following annual rates:

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.

The Society reviews the carrying amount of capital assets for impairment whenever events or changes in circumstances indicate that the asset no longer contributes to the Society's ability to provide services, or that the value of future economic benefits or service potential associated with the asset is less than its carrying amount. If such conditions exist, an impairment loss is measured and recorded in the statement of operations at the amount by which the carrying amount of the net asset exceeds its fair value or replacement cost.

- (e) 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.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2020

1. Significant accounting policies (continued):

(e) Revenue recognition (continued):

Revenue received for maintenance funding shortfalls of prior periods is recognized as revenue in the period received as the amount is not reasonably determinable at year-end.

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.

(f) 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).

(g) Financial instruments:

All financial assets including the Society's short- and long-term investments, 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.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2020

1. Significant accounting policies (continued):

(g) Financial instruments (continued):

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

(h) 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.

(i) New accounting standards:

In March 2018, the Accounting Standards Board issued "Basis for Conclusions - Accounting Standards Improvements for Not-for-Profit Organizations" resulting in the introduction of three new handbook sections in Canadian accounting standards for not-for-profit organizations; Section 4433, *Tangible capital assets held by not-for-profit organizations*, Section 4434, *Intangible assets held by not-for-profit organizations* and Section 4441, *Collections held by not-for-profit organizations*.

The amendments are effective for financial statements with fiscal years beginning on or after January 1, 2019. Management has considered the application of the aforementioned new accounting standards and the implementation of these changes had no impact on the Organization's financial statements.

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 \$125,000 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, 2020, none of bank's line of credit and leasing credit were utilised and \$70,705 of the visa credit card was utilized and recorded in accounts payable and accrued liabilities.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2020

3. Short-term and long-term investments:

	2020	2019
Guaranteed Investment Certificates at cost plus accrued interest at rates varying between 2.17% to 3.13% per annum, maturing on varying dates from November 9, 2020 to November 15, 2021	\$ 2,000,000	\$ 2,000,000
Less: short-term	1,000,000	1,000,000
Long-term	\$ 1,000,000	\$ 1,000,000

4. Capital assets:

		2020	2019
	Cost	Accumulated amortization	Net book value
Office equipment	\$ 352,600	\$ 308,828	\$ 43,772
Vehicles	116,489	99,899	16,590
Computer	717,278	484,584	232,694
Telephone equipment	248,296	241,787	6,509
Leasehold improvements	125,202	121,622	3,580
	\$ 1,559,865	\$ 1,256,720	\$ 303,145

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, Ministry of Children and Family Development ("MCFD") has compensated the Entity for deficits incurred for the year ended March 31, 2019 by a waiver of the liability payable to them. This amount of \$538,132 (2019 - \$744,494) has been considered as a revenue for the year ended March 31, 2020.

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. All the surpluses remaining after interfund transfers have been transferred to the unrestricted fund which is consistently followed on an annual basis.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2020

6. Due to Ministry of Children and Family Development:

The amount due to MCFD relates to the Society's use of the Ministry's child placement 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:

	2020	2019
Balance, beginning of year	\$ 66,525	\$ 92,029
Amortization of deferred capital contributions	(17,130)	(25,504)
Balance, end of year	\$ 49,395	\$ 66,525

8. Invested in capital assets:

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

	2020	2019
Capital assets	\$ 303,145	\$ 221,880
Amounts financed by:		
Deferred capital contributions	(49,395)	(66,525)
	\$ 253,750	\$ 155,355

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2020

8. Invested in capital assets (continued):

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

	2020	2019
Deficiency of revenue over expenses:		
Amortization of deferred capital contributions	\$ 17,130	\$ 25,504
Amortization of capital assets	(83,026)	(56,782)
	(65,896)	(31,278)
Net change in investment in capital assets:		
Purchase of capital assets with unrestricted funds	164,291	75,963
	\$ 98,395	\$ 44,685

9. Operating lease commitments:

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 five years and thereafter are as follows:

2021	\$ 1,245,985
2022	337,943
2023	327,736
2024	329,704
2025	82,248
	\$ 2,323,616

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2020

10. Pension plan:

VACFSS and its employees contribute to the Public Service Pension Plan (a jointly trusted 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, 2020, the plan has about 64,000 active members and approximately 50,000 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 December 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 \$852,418 (2019 - \$844,911) for employer contributions to the plan during the year-ended March 31, 2020.

11. Other income:

	2020	2019
Culturally Relevant Urban Wellness ("CRUW") grants	\$ 23,182	\$ 62,281
Conference – Strengthening our Relations	-	92,629
Donations	7,358	16,008
Interest income	122,995	109,529
Miscellaneous income	47,342	5,783
	\$ 200,877	\$ 286,230

12. 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").

Year ended March 31, 2020

12. Healthcare benefit plan (continued):

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, 2020, there was no exit levy payable that was associated with VACFSS.

13. 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.

(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.

Year ended March 31, 2020

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

(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 fair value risk on its fixed income securities (note 3) and manages that risk by using a portfolio with varying terms to maturity.

There have been no changes to these risks from the prior year except the impact of COVID-19 as discussed in note 16.

14. Economic dependence:

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

15. Disclosure of remuneration:

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

Directors and officers:

	Amount as a director	Amount other than as a director	Capacity
Director	\$ -	\$ 7,000	Program support

Employees and contractors:

During the year, the Society paid \$11,637,063 (2019 - \$8,776,235) to the 10 most highly remunerated contractors.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2020

16. COVID-19 and impact on operations:

In March of 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact.

At the time of approval of these financial statements, the Society has not experienced any significant impact to operations or a reduction in any of its major funding sources. However, the impact of the pandemic creates potential uncertainty over future cash flows, may cause significant changes to the assets or liabilities and may have an impact on future operations. An estimate of the financial effect, if any, is not practicable at this time. Management will continue to monitor the on-going financial impact on its cash and budget forecasts, and adjust its operations as required to ensure its ability to fulfill its obligations and continue operations and deliver its services.

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Guardianship and Resources (R00139809)

Schedule of Revenues and Expenses

Schedule 1

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Revenues:		
Provincial government contributions - Principal funding	\$ 4,578,542	\$ 5,270,533
CRUW grant	23,182	62,281
Other income	2,673	12,008
	4,604,397	5,344,822
Deferred contributions:		
Related to operations - recognized in year	-	(515,070)
Related to capital assets amortization	8,791	3,537
	8,791	(511,533)
	4,613,188	4,833,289
Direct program costs:		
Automobile expenses	79,774	92,193
Contract services	99,795	92,946
Cultural intervention costs	255,131	205,556
Program supplies	1,038	418
Salaries and benefits	3,300,859	3,214,410
Staff expenses	29,365	28,516
Telephone and cellular	14,946	11,814
	3,780,908	3,645,853
Child-in-care costs:		
Allowances/dental	24,193	21,373
Client minding costs	24,392	33,167
Client travel	190,313	217,341
Clothing grant	11,173	12,161
Equipment	19,366	3,932
Education/school events	81,996	98,131
Foods and household	103,780	108,160
Integrated services	133,872	70,719
Living with family and friends	15,036	54,941
Medical expenditures	66,397	52,878
Others	251,551	212,434
Professional support and services	143,562	110,807
Recognizing milestones	3,521	3,405
	1,069,152	999,449
Net funding contribution (deficiency)	\$ (236,872)	\$ 187,987

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Guardianship and Resources (R00139809) (continued)

Schedule of Revenues and Expenses

Schedule 1

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Services costs:		
Amortization	\$ 28,494	\$ 12,927
Equipment leasing	5,161	4,202
Equipment purchases	26,852	8,601
Office and general	76,342	79,439
Public relations and community services	1,371	4,580
Rent	502,726	494,904
Salaries, labour and benefits	472,953	486,574
Security	663	1,395
Special events	817	567
Staff related costs	24,298	19,995
Telephone fax and cellular	46,850	45,003
	1,186,527	1,158,187
Deficiency of revenues over expenses before transfers	(1,423,399)	(970,200)
Interfund transfers	1,621,333	1,280,968
Excess of revenues over expenses for the year	\$ 197,934	\$ 310,768

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Infrastructure (R000139810)

Schedule of Revenues and Expenses

Schedule 2

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Revenues:		
Provincial government contributions - Principal funding	\$ 2,417,945	\$ 2,350,969
Other income	171,902	209,904
	2,589,847	2,560,873
Deferred contributions:		
Related to operations - recognized in year	-	545,580
Related to capital assets amortization	4,488	9,505
	4,488	555,085
Net funding contributions	\$ 2,594,335	\$ 3,115,958
General and administrative expenses:		
Annual general meeting	\$ 500	\$ 1,462
Amortization	16,284	17,953
Bank charges and interest	7,066	7,108
Board expenses	38,877	55,799
Computer support	14,055	7,893
Contract services	16,784	14,523
Equipment leasing	2,588	2,240
Equipment purchases	15,330	22,278
Insurance	19,593	17,619
Office and general	51,969	50,890
Professional dues and memberships	32,880	9,349
Professional fees	79,215	102,317
Public relations and community services	10,251	38,714
Rent and repairs	182,300	200,608
Salaries, labour and benefits	1,942,383	1,979,319
Special events	29,655	119,247
Staff related costs	154,623	138,120
Telephone fax and cellular	32,661	33,259
	2,647,014	2,818,698
Excess (deficiency) of revenues over expenses before transfers	(52,679)	297,260
Interfund transfers	(99,358)	58,989
Excess (deficiency) of revenues over expenses for the year	\$ (152,037)	\$ 356,249

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Residential Resources (R000139808)

Schedule of Revenues and Expenses

Schedule 3

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Revenues:		
Provincial government contributions - Principal funding	\$ 22,052,892	\$ 19,484,015
Resource homes revenue	67,064	300,826
	22,119,956	19,784,841
Deferred contributions:		
Related to operations - recognized in the year	-	944,964
	22,119,956	20,729,805
Direct program costs:		
Automobile expenses	1,058	1,512
Contract services	124,095	179,938
Cultural intervention costs	537	5,390
Out of care maintenance	1,236,753	737,786
Program activities and miscellaneous	2,789	5,850
Program supplies	-	8,616
Residential resources costs	20,154,057	18,480,596
Salaries and benefits	81,494	92,263
	21,600,783	19,511,951
Child-in-care cost:		
Integrated services	183,146	48,535
Caregiver costs:		
Caregivers expenses	422,104	498,940
Foster parent appreciation night	18,332	18,411
Foster parent recruitment	8,571	11,603
Kiwassa Housing	68,776	64,193
	517,783	593,147
Net funding contributions (deficiency)	\$ (181,756)	\$ 576,172

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Residential Resources (R000139808) (continued)

Schedule of Revenues and Expenses

Schedule 3

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Service costs:		
Automobile expenses	\$ 638	\$ 1,029
Contract services	19	-
Equipment leasing	92	96
Equipment purchases	158	9
Office and general	420	790
Public relations and community services		169
Rent and repairs	3,586	10,479
Salaries, labour and benefits	26	15
Special event	7,641	6,266
Staff related costs	1,843	1,613
Telephone fax and cellular	797	2,075
	15,220	22,541
Excess (deficiency) of revenues over expenses before transfers	(196,976)	553,631
Interfund transfers	(836,028)	(491,636)
Excess (deficiency) of revenues over expenses for the year	\$ (1,033,004)	\$ 61,995

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Family Preservation (R000139806)

Schedule of Revenues and Expenses

Schedule 4

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Revenues:		
Provincial government contributions - Principal funding	\$ 2,907,350	\$ 2,745,820
Other income	3,120	2,037
	<u>2,910,470</u>	<u>2,747,857</u>
Deferred contributions:		
Related to capital assets amortization	217	7,053
	<u>2,910,687</u>	<u>2,754,910</u>
Direct program costs:		
Automobile expenses	12,917	14,890
Client assistance and travel	16,089	8,809
Contract services	62,755	276,420
Cultural intervention costs	17,196	17,393
Program services	175,414	189,081
Program supplies	269	8
Salaries and benefits	1,283,515	1,261,818
Telephone and cellular	7,344	7,107
	<u>1,575,499</u>	<u>1,775,526</u>
Net funding contributions	\$ 1,335,188	\$ 979,384
Service costs:		
Amortization	\$ 8,933	\$ 8,000
Bank charges and interest	75	-
Consulting fees	-	300
Contract services	309	482
Equipment leasing	2,168	2,540
Equipment purchases	12,839	4,384
Office and general	29,130	27,385
Public relations and community services	500	-
Rent and repairs	239,882	203,499
Salaries, labour and benefits	175,026	178,212
Special events	-	7,284
Staff related costs	19,091	8,450
Telephone fax and cellular	21,511	21,104
	<u>509,464</u>	<u>461,640</u>
Excess of revenues over expenses before transfers	825,724	517,744
Interfund transfers	(657,425)	(517,744)
Excess of revenues over expenses for the year	\$ 168,299	\$ -

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Child Protection (R000139811)

Schedule of Revenues and Expenses

Schedule 5

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Revenues:		
Provincial government contributions - Principal funding	\$ 7,681,376	\$ 7,591,615
Deferred contributions:		
Deferred contributions, related to operations - recognized (carried forward) in year	-	(234,410)
Related to capital assets amortization, recognized in the current year	3,634	5,409
	<u>3,634</u>	<u>(229,001)</u>
	<u>7,685,010</u>	<u>7,362,614</u>
Direct program costs:		
Automobile expenses	59,300	68,160
Contract services	77,443	74,520
Salaries and benefits	4,246,179	3,773,856
Staff expenses	8	3,280
Telephone and cellular	22,228	15,706
	<u>4,405,158</u>	<u>3,935,522</u>
Child-in-care costs:		
Allowances for inter/out provincial transfers	2,258	9,617
Camp costs	8,377	10,149
Client minding costs	22,590	34,157
Client travel	39,776	100,976
Clothing grant	16,911	16,225
Education/school events	2,113	3,680
Equipment	4,657	6,008
Foods and household	64,853	32,616
Good and services	16,336	6,723
Integrated services	592,495	527,198
Medical/dental expenses	36,018	18,880
Others	6,953	7,793
Recognizing milestones	2,953	5,102
	<u>816,290</u>	<u>779,124</u>
	<u>5,221,448</u>	<u>4,714,646</u>
Carried forward	2,463,562	2,647,968

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Child Protection (R000139811) (continued)

Schedule of Revenues and Expenses

Schedule 5

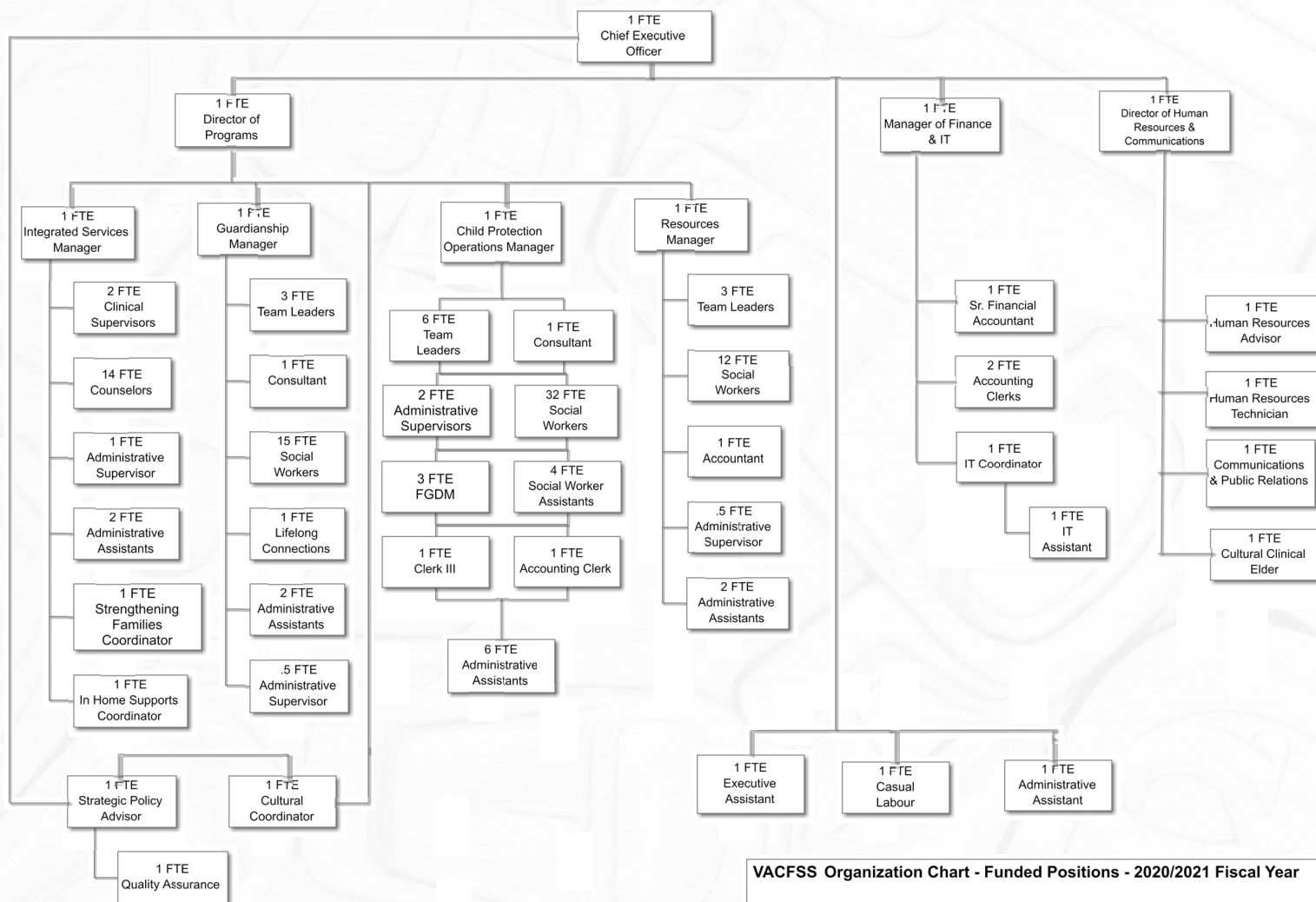
Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Brought forward	2,463,562	2,647,968
Other program costs:		
Out-of-care children	8,972	7,317
Out-of-care caregivers	23,529	21,343
Out-of-care maintenance	-	238,339
Family support expenses	515,172	494,545
Cultural intervention costs	37,687	33,250
Collaborative practice costs	12,475	8,470
Foster parent recruitment	-	496
	597,835	803,760
Net funding contributions	1,865,727	1,844,208
Services costs:		
Amortization	29,316	17,902
Bank charges and interest	300	242
Contract services	1,612	1,767
Equipment leasing	7,244	6,509
Equipment purchases	12,969	9,072
Office and general	91,314	89,791
Rent	722,105	674,984
Salaries, labour and benefits	636,405	586,146
Special events	-	1,576
Staff related costs	46,189	27,196
Telephone fax and cellular	51,521	49,799
	1,598,975	1,464,984
Excess of revenues over expenses before transfers	266,752	379,224
Interfund transfers	(28,522)	(330,577)
Excess of revenues over expenses for the year	\$ 238,230	\$ 48,647

COMMUNITY PARTNERS

- ▶ Aboriginal Friendship Centre Society
- ▶ Aboriginal Front Door Society
- ▶ Aboriginal Mother Centre Society
- ▶ Aboriginal Wellness Program
- ▶ ACCESS
- ▶ Alan Cashmore Centre
- ▶ ARCUS Community Living
- ▶ Asante Centre
- ▶ Association of Neighbourhood Houses BC (ANHBC)
- ▶ Atira Women's Resource Society
- ▶ Ayas Men Men Child & Family Services
- ▶ Baby Go Round
- ▶ Battered Women's Service Society
- ▶ BC Federation of Foster Parent Associations
- ▶ BC Housing, Vancouver Costal Region
- ▶ BC Women's Hospital & Health Centre
- ▶ Big Brothers of Greater Vancouver
- ▶ Big Sisters of BC
- ▶ Bordreau and Jang
- ▶ Boundaries Program
- ▶ Broadway Youth Resource Centre
- ▶ Centre for Sustainable Food Systems at UBC Farm
- ▶ Child & Adolescent Response Team (CART)
- ▶ Child & Family Clinic (BC Children's Hospital) Children's Foundation
- ▶ Circle of Friends Society
- ▶ Community Living British Columbia
- ▶ Community Social Services Employers Assoc.
- ▶ Connexus Family & Children Services
- ▶ Crabtree Corner
- ▶ Downtown Eastside Women's Centre (DTEWC)
- ▶ Drake Medox Health Services
- ▶ Family Services of Greater Vancouver
- ▶ Federation of BC Youth in Care Networks
- ▶ First Nations Health Authority
- ▶ Fostering Early Development Program
- ▶ Fraser Valley Aboriginal Child and Family Services
- ▶ Gitxsan Child & Family Services Society
- ▶ Greater Vancouver Food Bank
- ▶ Healthiest Babies (Costal Health)
- ▶ Hollyburn Family Services
- ▶ Indigenous Perspectives Society
- ▶ Indigenous Research Partnerships with the Faculty of Land and Food Systems
- ▶ Kiwassa Neighbourhood House
- ▶ Legal Services Society
- ▶ Lu'ma Native Housing Society
- ▶ Métis Family Services
- ▶ Metro Vancouver Aboriginal Executive Council
- ▶ Mileu Children and Family Services
- ▶ Ministry of Children & Family Development
- ▶ Mosaic
- ▶ MVISS
- ▶ Native Courtworkers & Counselling
- ▶ NICCSS
- ▶ North Shore Disability Resource Centre
- ▶ Pacific Association of First Nations Women
- ▶ Pacific Legal Education Association (PLEA)
- ▶ Quest Food Exchange
- ▶ Raven Song Community Health Centre
- ▶ Ray-Cam Co-operative Centre
- ▶ Representative for Children & Youth
- ▶ Safe Babies Program
- ▶ Sheway
- ▶ Sorella House for Women
- ▶ SOS Children's Village
- ▶ St. Leonard's Society
- ▶ Stone House Child & Youth Services
- ▶ Strive Living Society
- ▶ Sunny Hill Health Centre for Children
- ▶ Surrounded by Cedar Child and Family Services
- ▶ The Centre for Sustainable Food Systems at the UBC Farm
- ▶ The Sanctuary Stabilization Program
- ▶ Treehouse
- ▶ Union Gospel Mission
- ▶ Urban Native Youth Association
- ▶ Vancouver Coastal Health / Mental Health Services
- ▶ Vancouver Resources Society
- ▶ Warriors Against Violence Society
- ▶ Watari Counselling & Support Services
- ▶ Westcoast Family Centres Society
- ▶ WJS | Shortstop Youth Resources

ORGANIZATIONAL CHART



VACFSS Organization Chart - Funded Positions - 2020/2021 Fiscal Year

FTE	TITLE
19	Executive/Infrastructure
57	Child Protection
22	Family Preservation
19.5	Resource (0.5 funding to GSD)
23.5	Guardianship (0.5 funding from RES)
141.0	FTE Total 31 MARCH 2020

*IT was temporarily assigned to the Director of Human Resources and Communications in 2019/20



CONTACT INFORMATION

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CHILD PROTECTION & FAMILY SERVICES

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DESIGN AND LAYOUT:
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