

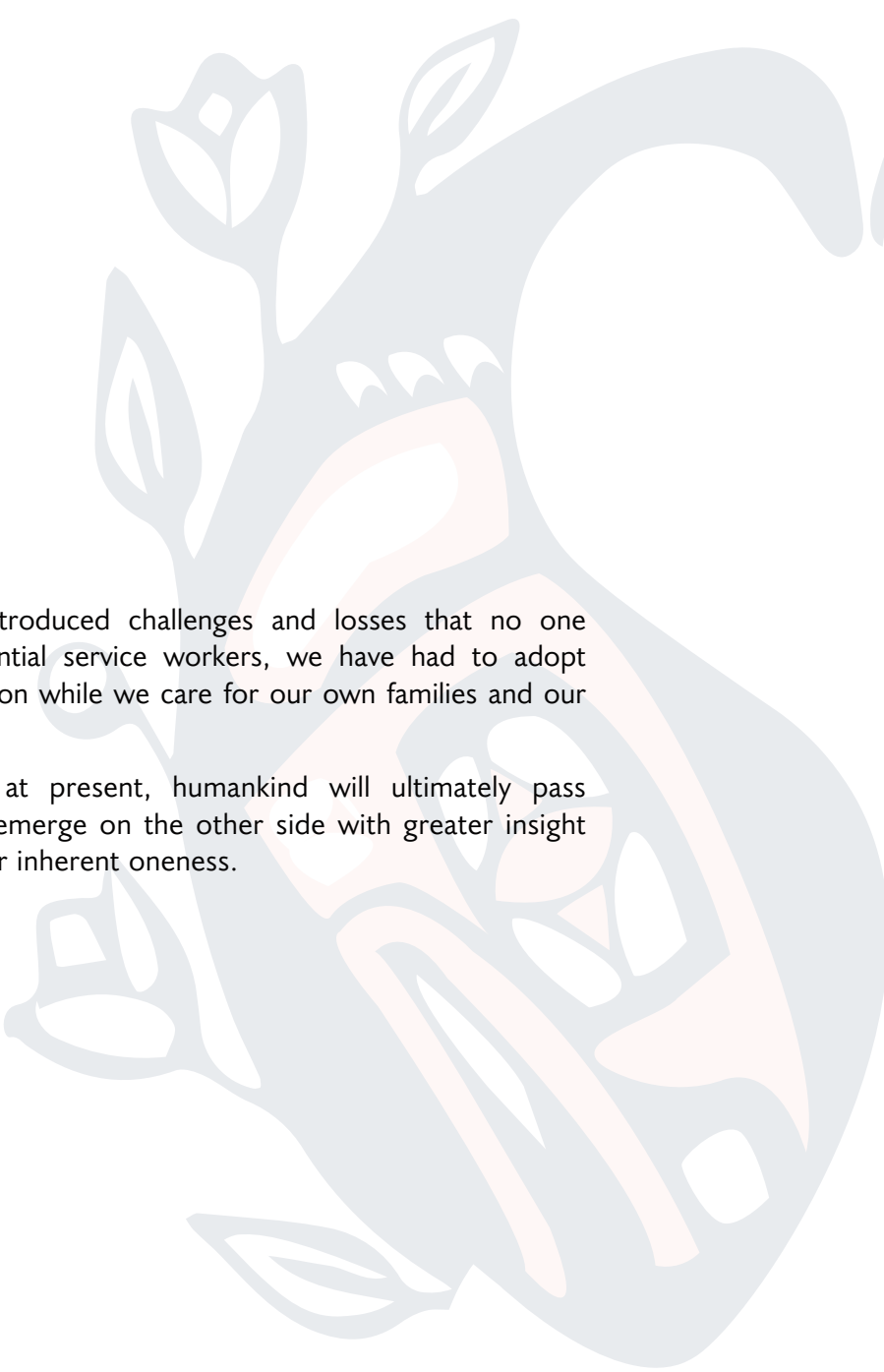
VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

ANNUAL REPORT

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A Year of Perseverance





The COVID-19 pandemic has introduced challenges and losses that no one could have anticipated. As essential service workers, we have had to adopt extreme measures of self-regulation while we care for our own families and our community.

However difficult matters are at present, humankind will ultimately pass through this cycle, and we will emerge on the other side with greater insight and a deep-er appreciation of our inherent oneness.

VACFSS acknowledges, with deep respect and gratitude, that our work takes place on the traditional, ancestral, and unceded territory of the hənəqmíñəm-speaking Musqueam Peoples. We recognize the past, present, and future generations of the Coast Salish Peoples who help us steward this land, as well as honour and celebrate this place.

VACFSS ANNUAL REPORT



VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Our Children, Our Future, Our Responsibility

JULY 2021



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.

TABLE OF CONTENTS

Board of Directors	07
Message from the Chair	09
Message from the CEO	10
VACFSS Indigenous Core Cultural Competencies	12
Director of Programs	14
Director of Practice Development	18
Human Resources & Communications	22
Child Protection	26
Family Preservation & Reunification Services	32
Resources	38
Guardianship	42
Finance	46
Auditor's Report	51
Community Partners	77
Organizational Chart	78

BOARD OF DIRECTORS

Chair Linda Stiller

Co-Chair Madeleine MacIvor

Treasurer/Secretary Richard George

Director Virge Silveira

Director Perry Omeasoo

Director Darlene Willier

Director Bernice Albert

Director Aaron Christoff

Board of Directors as of the 2020 Annual General Meeting



MESSAGE FROM THE CHAIR



Dear Members,

It has been an unbelievable year!

We have been in the midst of a pandemic that has now lasted over 14 months. Despite the impact of COVID-19, the VACFSS staff have enabled continuity of service, remained flexible, creative and adapted to maintain support, service, concrete assistance, and connection between children, youth and their families. COVID-19 has been difficult for all of us, impacting our health, well-being and economy, and I am proud that VACFSS has been able to maintain ongoing employment for all staff.

The pandemic has also given rise to overt and underlying racism with many unfortunate and impactful world events. However, I have been encouraged with the outpouring of grief across the globe, resulting in increased awareness of systemic racism, the impact of the legacy of colonialism, past government policies, and residential schools. I am also encouraged about the increased dialogue about racism, discrimination, and momentum for zero tolerance and that action has been taken. Especially, I applaud the implementation of criteria for *Indigenous Core Cultural Competencies* (ICCC) for all VACFSS staff as we deal with the lived experience of the challenges faced by our children, youth and families. I am also pleased about the *Act Respecting First Nations, Inuit and Métis Children, Youth and Families* (Bill C-92) affirmation at the federal level for Indigenous Peoples in child and family services, and supporting the children with a sense of identity and belonging to their Nations.

This past year has demonstrated incredible collaboration and cooperation, and community partnership. With extra COVID-19 assistance and support from our funders, the Ministry of Children and Family Development, and Indigenous Services Canada, we were able to support and patronize other Indigenous businesses and organizations. Moreover, we were able to put in extra supports for our staff and clients who were especially affected.

With the availability of vaccines, I feel hopeful for the future of our children, youth and families and that we will weather the storm. 🙏

All My Relations,

Linda Stiller



MESSAGE FROM THE CEO

Bernadette Spence

Dear membership and VACFSS community,

It is my pleasure to highlight the outcomes of the VACFSS programs and departments during the reporting period April 1, 2020, to March 31, 2021. The COVID-19 pandemic created circumstances where each staff member had to adopt a change in their personal and work routines to comply with the public health orders while maintaining essential services. Office attendance by social worker staff was maintained at a 50% on site and 50% off site rotational schedule. The majority of program, finance, Information Technology, human resources, and administrative staff worked on site daily to ensure that calls were answered, on site visits were screened and managed under strict protocols. Administrative work essential to operations continued without delay or interruption. The Occupational Safety and Health (OSH) Committee worked tirelessly defining and implementing a VACFSS service delivery framework to align with the public health orders at three VACFSS office locations.

VACFSS staff demonstrated great courage, flexibility, and strength-based practice to ensure that children, youth, and families were supported utilizing virtual and in person contact under very challenging circumstances. We are grateful for the incredible effort demonstrated by all our staff, caregivers, and partner agencies during the pandemic. We recognize the many challenges that children, youth and families experienced and are grateful for their resiliency, flexibility, and courage during this very difficult time.

This year, VACFSS engaged Cedar and Sage Law Corporation to develop and facilitate training on *Bill C-92* federal legislation: *An Act Respecting First Nations, Inuit, and Métis children, Youth, and Families*. A key component of the legislation focuses on the need to address the concrete needs of families and to prevent children from

coming into care due to health and risks associated to poverty. VACFSS policies and practices are aligned with the restorative/least intrusive principles and provisions in the *CFCSA* and has added procedures to align with *Bill C-92* requirements. Guardianship workers focus on cultural, relational, legal, and physical permanence for children in temporary and continuing care. VACFSS has dedicated financial resources and added service functions to ensure that children in care have ongoing contact with birth parents, grandparents, and extended family under the *Access* policy. Delegated Aboriginal Agencies and Nations are invited to participate in annual plans of care for their member children and youth. Where a parent is actively involved with their child(ren) in care, VACFSS relies on the parent to advise on their cultural teachings and practices as well as ensuring that each child participates in one of the three child and youth engagement programs offered in-house.

We recognize that many Indigenous parents are deeply impacted by systemic intergenerational trauma and require concrete support and access to a range of trauma informed services. For many parents who grew up in care, their natural support system was displaced because of the policies and practices that prohibited ongoing contact with the biological family and community. Family preservation with families may require several years of engagement and support due to the impact of past child welfare practices. VACFSS recognizes that services to families must focus on concrete support, harm reduction, facilitated mediation and collaborative service planning to address the intergenerational relational fractures and unresolved trauma from the residential school and child welfare systems.

The VACFSS *Inclusive Foster Care* policy requires social workers, foster caregivers, and mental health professionals to support children in care to remain connected with their family and community throughout their

time in temporary and continuing care. This practice strengthens a child's specific Indigenous identity(ies), facilitates greater understanding of their family history, and provides support as they navigate and process the systemic factors that contributed to their coming into care. By remaining connected to their birth families while in care, there is great opportunity for children and youth to establish lifelong relationships that will continue beyond their time in care. The VACFSS inclusive foster care practice is a departure from past policy that separated and prohibited parental contact subsequent to a continuing care order. Over the years, the inclusive care framework has resulted in co-parenting arrangements between foster caregivers and biological families, rescindments of Continuing Care Orders as parents are able to resume full time care of their children and youth, transfer of custody to someone other than a parent, and placement with kith and kin. VACFSS has developed additional support processes to ensure that reunification transitions are successful, particularly when a child has been in care for several years.

This year, we initiated a new partnership with Atira that facilitates specialized therapeutic access for babies born substance affected and/or where the mother is unable to provide daily care for their babies. Therapeutic access is supported within a home-like environment and the women utilizing the program are offered a Sacred Life Givers support group. We are very pleased to have this partnership with Atira as there is great opportunity for the mothers to access Atira's network of services including substance use support services, childcare, and safe housing.

VACFSS celebrated the Youth Advisory Committee's 10 years of service in 2020! YAC is one of three child and youth engagement programs that VACFSS has implemented with the central focus of creating a sense of community to support the development of strong INDIGENOUS leaders and mentors who can guide program policy and practice. The child and youth engagement programs are viewed as an extension of the child and youth's experience of community while in care. The VACFSS Research Committee revised and imple-

mented the second draft of the *Indigenous Core Cultural Competencies* (ICCC) that guide hiring and training of staff, performance evaluation and supervision. The six VACFSS ICCC's include relational engagement, cultural/spiritual expression, collaborative planning and decision-making, leadership, emotional competency, and resilience. Each of the ICCC's are defined by specific measurable indicators for each of the following: practitioner, supervisor, manager, and executive. We are very fortunate to have Dr. Lee Brown assist us in grounding the ICCC's through his training on emotional competency.

As we look forward to the end of this pandemic, we are committed to working collaboratively with the Nations and Delegated Aboriginal Agencies as they increase jurisdiction over the lives of member children, youth, and families. We will continue to seek ways to strengthen our family development response and to implement interventions that focus on family development and preservation. 🙏

VACFSS

Indigenous Core Cultural Competencies

While VACFSS has been weaving Indigenous cultural knowledge and practice into our programs and services for many years, the newly defined *Indigenous Core Cultural Competencies* (ICCC) are an important guide that clearly characterize how each employee at VACFSS can ground their work in relation to Indigenous knowledge. They have been incorporated into our staff selection and evaluation processes for every position within the agency. For social workers, the ICCC's are an important prompt to keep redirecting us to integrate culture into our practice with the children and families we serve. The six ICCC's are:

1 Relational Engagement

Defines how an employee relates to children, families, communities, each other, and the environment. Relationships are developed and nurtured through respectful communication and interaction with others; demonstrates an acknowledgment of the land/territories, and the Peoples who have stewarded the land for generations. VACFSS respects and acknowledges the cultural practices of the Coast Salish Peoples while honouring the diverse Indigenous cultures of the children and families with whom we support.

2 Leadership

Based on the values of respect, integrity, belonging, humility, strength-based practices VACFSS leaders provide holistic service delivery that culturally and spiritually strengthens Aboriginal families in order to realize our vision and VACFSS' strategic priorities. Leadership is the ability to motivate, inspire and lead people. In doing so, the employee has the ability to engage and/or articulate the service pathways for children, youth and families. It is also the ability to manage the delivery of this vision by coaching and building the team. Demonstrates the willingness and ability to utilize models of traditional leadership pathways.

3 Collaborative Planning and Decision Making

Utilizes collaborative processes to achieve engagement with and advocacy for children, youth, families and community. Develops appropriate service/support plans while responding to changing circumstances. Decision making occurs within the context of *Bill C-92*, *CFCSA*, related policies, and the rights of Indigenous children, youth, families and community.

4 Emotional Competency

Emotional competency is the ability to maintain emotional self-regulation in delivery of service to children, youth, families, partners, communities and other employees in the context of colonialism, oppression, racism, trauma and adversity. Recognizes and intervenes in conflict between individuals, to be present, observant with composure and empathy. The ability to recognize one's response and privilege to a perceived situation when working with children, youth, families and other employees. Understanding the principles of trauma informed practice and how they apply throughout the programs and departments.

5 Resilience

The process of adapting well in the face of adversity, (systemic racism, structural inequality), trauma, tragedy, threats, or significant sources of stress such as family, co-workers, relationship problems, physical and mental health problems, or workplace and financial stressors (*American Psychological Association*). Recognizes the sources of resiliency, for example: self awareness and efficacy, family, friends, Elders, community, environment, self expression, cultural and spiritual teachings and practices.

6 Cultural/Spiritual Expression

Understands, respects and safeguards the diversity of Indigenous cultural and spiritual principles and the common threads that support and promote culture while ensuring cultural safety. Envisions a holistic system of nurturing, support, spiritual grounding and teaching in developing service pathways. Achieves cultural connection(s) and identity(ies) for children, youth and families. Nurtures the spirit of the child, consistent with customary law, family and community connections as outlined in VACFSS policies. Expands awareness through training and participation with a shared understanding of the teamwork required to deliver cultural support and programming.





DIRECTOR OF PROGRAMS

Cole H. McGillivray

The Director of Programs report covers the service continuity response for Indigenous children, youth and families with whom we work with during the coronavirus pandemic. COVID-19 has made the delivery of services challenging, but each of the programs ensured every family received the services they needed. The managers' reports will demonstrate the creativity and commitment to ensure all families had personal protective equipment, food, access to alternative transportation, and access to virtual means to remain in contact with their workers and supports. Through the pandemic, we remained committed to ensure the services provided were guided by the agency's values of humility, integrity, respect, belonging and strength-based practice.

Foremost, VACFSS never lost sight that we are guided by our restorative policy that recognizes the historical and intergenerational trauma caused by colonial and assimilative government policies, such as the residential school system and the Sixties Scoop, which were examined in *The Truth and Reconciliation Commission* (TRC). VACFSS ensures our services are geared towards the 5 Calls to Action for child welfare. Further, we aim to ensure our work takes into consideration the national inquiry into *Missing and Murdered Indigenous Women and Girls*. VACFSS is fully committed and aware that these reports must always inform and direct our work.

Additionally, our primary aim is our intention to create healing opportunities for families, keeping children connected to their families, and cultural identities. We aim to provide opportunities for cultural teachings and protocols, and a commitment to reducing the number of Indigenous children coming into care and motivated to returning children back to their families, Nations and communities.

VACFSS has worked to ensure our values are reflected

in our relationships with children, youth and families, along with our Indigenous community partners, such as the MCFD Richmond/Vancouver Service Delivery Area leadership team, and the Office of the Representative for Children and Youth. We are unable to do this work alone and acknowledge our partners who ensure our children, youth, families, communities and Nations receive the best services they rightly deserve and should expect from us, even during a pandemic.

Integrating Our Practice Meetings (IOP)

The IOP is a training forum for the VACFSS leadership team and includes all team leaders/supervisors, the program managers and program consultants. The purpose of these meetings is to enhance the relationships amongst the program areas in order to promote a more cohesive and integrated approach to implementing a restorative practice framework.

During the past year, we used the IOP as staff training with a focus on factors of the pandemic and the federal legislation, *Bill C-92*, which provides First Nations, Métis and Inuit jurisdiction over child welfare for their children and families. The Cedar and Sage Law office provided staff training on the principles of the Act and how VACFSS can work with communities and families, using these guiding principles in our practice. We have gained a deeper understanding of the federal Act and utilizing *Wrapping our Ways Around Them* as a foundation of our service delivery is crucial.

VACFSS has developed *Indigenous Core Cultural Competencies* that will provide more tools to the front line workers in engaging with Nations, communities and families. We acknowledge we are in service to the children youth, families and communities. Child welfare services for Indigenous communities will undergo vast and fundamental changes in the years to come.



We are grateful to our community partner, Kids Up Front, who funded two Talking Trees Tours for our children and families. These tours are provided by Talaysay Tours, a cultural and eco-tour company owned by a First Nations family. The guide-cultural ambassador of the Talking Trees Tour shared stories of this region, as well as the intimate cultural and scientific knowledge of the Northwest coast trees and plants. Every tree and plant is deemed sacred, having a purpose which supported local Indigenous communities for generations. This was a unique in-person opportunity especially during the pandemic when all programming was either suspended or moved online.

During the initial phases of the pandemic, significant modifications were made to our practice and incorporated into our program policies, *Keeping our Children Safe* and *Raising our Children Together*, and interim revisions to the *Restorative Supervision Model*. The Resources Program completed the development of its *Inclusive Foster Care* policy, as well as major revisions to the Resources Program policy. These policies will be rolled out once training is provided at the IOP. In addition, the Family Preservation and Reunification policy was completed and training is scheduled for their program staff, then the IOP leadership team. We are excited to have these four program policies in place since they ensure we are keeping the child at the center of the circle and connected to their families and communities.

Further, the IOP naturally became an opportunity for the leadership to embody the agency's program policies. Participants have stated that the IOP has contributed to a deeper understanding and appreciation of the con-

tinuum of restorative services within VACFSS, as well as strengthened their relationships with one another.

A Period of Change and Renewal

The growth that has been demonstrated in 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 Nations, cultural teachings, ceremonies, and out of care. VACFSS has also strengthened the out-of-care options, whereby extended family step forward to take care of their children.

We walk alongside our children and youth by creating pathways of healing and growth for them in our programs. 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; we acknowledge the hard work they did to ensure the safety of their children, which is the breath of the work we do at VACFSS.

We have much to celebrate and look forward to continuing the development of VACFSS’ restorative policy within the *Bill C-92* framework. We aim to have the federal Act be the overarching framework that will guide our work with the Nations, communities and families.

We have a lot to be proud of in the work we do for our urban Indigenous community. We may feel tired from working throughout the pandemic, but have not lost our resolute to improving our work and strengthening our foundation in our service delivery. We are committed to following the Public Health Officer’s orders and guidelines, and continue with providing training at our IOP. We look forward to returning to a ‘new normal’ so that children, youth and families can have in person visits. 🙌

PROGRAM HIGHLIGHTS



RESEARCH AND POLICY DEVELOPMENT

A key initiative currently underway is an internal audit program in Child Protection that measures compliance with ministry standards, legislation, and policy requirements of the Provincial Director of Child Welfare and also supports the provision of consistently high-quality services to children youth and families consistent with VACFSS’ restorative policies.



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 KITH AND KIN 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.



DIRECTOR OF PRACTICE DEVELOPMENT

Nazeem Ratanshi

The Director of Practice Development promotes excellence in restorative practice and works closely with the Director of Programs and program managers in providing consultation and oversight of complex cases that require coordination and high-level examination. During the past year since the COVID-19 pandemic was officially declared, we have seen higher service needs across all our programs due to increased hardships and adverse impacts of the pandemic on families we support. These include an increase in opioid related overdose events, isolation, and mental health crises. During the challenges brought by the pandemic, we remain committed to the development and implementation of VACFSS' restorative policy in all delegated programs.

Since the pandemic was declared in March 2020, we have made a significant effort to ensure continuity of essential services. This has meant significant changes and modifications to how we work with children youth and families. In the past year, we have seen numerous

interim practice and policy bulletins from the Provincial Director of Child Welfare, requiring expert knowledge in child safety and guardianship to provide direction and support. Ensuring best practice for complex and high-risk cases has been an ongoing initiative to upholding statutory requirements, while at the same time, providing services to meet the unique vulnerabilities of VACFSS' children and families within a restorative framework. We held weekly case practice consultation and support to the program managers to ensure our response to complex situations is consistent with provincial policy and practice guidelines as well as VACFSS policy within a restorative framework of VACFSS service delivery. We encounter the widest range of potentially serious and complex *CFCSA/Aboriginal Operational and Practice Standards Indicators* (AOPSI) related practice situations requiring a high level of support and consultations with VACFSS program managers.

The Culturally Relevant Urban Wellness (CRUW), Children's Indigenous Rights, Culture and Language Education (CIRCLE), and Youth Advisory Committee (YAC) teams were quick to transition programming online for the children and youth that we work with. Virtual engagement in our programs began in the beginning of April; we modified how parts of the programs are run to better suit the online environment and build a sense of community. For example, CRUW staff planned activities ahead of time so we were able to put together packages with the necessary items for the youth to engage in workshops online. CRUW staff then delivered the packages to the youth.

Quality Assurance

We continue to be committed to delivering services that are grounded in our core values of belonging, respect, humility, integrity and strength-based practice. We empower families to voice their concerns and come together collaboratively to find resolution that focuses on rebuilding relationships through our Client Complaints Resolution Process. During the pandemic, many of our quality assurance processes were conducted virtually and over the telephone, and we responded effectively to a number of eligible client concerns.

A key initiative currently underway is an internal audit in Child Protection that measures compliance with ministry standards, legislation, and policy requirements of the Provincial Director of Child Welfare, and also supports the provision of consistently high-quality services to children, youth and families consistent with VACFSS' restorative policies. This initiative also provides an opportunity to proactively prepare for our external case practice audit by the MCFD which occurs on a 3-year scheduled interval. Having a robust, continuous quality assurance program is important to consistently improve services and supports for children, youth and families, and to ensure the most effective use of resources and that delivered services are contributing to positive results.

In the coming months, we also look forward to administering our Employee Engagement Survey which is part of VACFSS' ongoing efforts to improve job satisfaction and engagement. By collecting staff stories and experiences through this survey, we acknowledge the initiatives that enrich the personal and professional well-being of staff while identifying areas where improvement may be required, including training initiatives, enhancing employee focused programs (i.e., LAHAL wellness program), promoting *Indigenous Core Cultural Competencies*, improving communications, maintaining strong leadership and supervision, and supporting personal and professional development.

Client Concern Resolution Process

Our Quality Assurance Advisor received 14 complaints over the last 12 months in which 12 were eligible under the Client Concern Resolution Process (CCRP). Of these eligible complaints, 3 were resolved at the local resolution stage, while 4 complaints requested management involvement; 3 complainants withdrew their complaints and 2 were resolved before the local resolution meeting. Regarding the time frame to address the complaints, 67% or 8 of the total eligible complaints reached resolution within 30 days, and the average number of days until a local resolution meeting was provided was 10 days. Thirty-three percent or 4 of the total eligible complaints exceeded 30 days. 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, despite the challenges that the pandemic brought to the delivery of practicum placements. In 2020-2021, 5 practicum students were placed for their field education at VACFSS from 4 different educational institutions. Of the 5 students placed, 2 students identified as Indigenous. All students successfully completed their placements, having being creative and flexible during the pandemic. So far, 2 students have successfully been employed at the Child Protection Program and 1 student in the Resources 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, and at the same time, providing an opportunity for recruitment.



May 5th is Red Dress Day in Canada and Canadians are encouraged to wear red to draw attention to the more than 1000 missing and murdered Indigenous women and girls in Canada. This year, staff gathered around some medicine and sang the Women's Warrior Song together. Each person took turns to name, out loud, the women they knew who have gone missing or murdered.

Training

The training needs of staff continues to be a priority throughout all our delegated programs. *Bill C-92* and recent amendments to the *CFCSA*, require additional training needs for staff. A key function of the Director of Practice Development is developing training for required policy changes by the Director of *CFCSA*, federal legislation and VACFSS’ own restorative practice. We have been working collaboratively with executive management to provide, direction, leadership and support to VACFSS staff as they engage with diverse organizations and communities in response to key external reports and recommendations that may impact VACFSS’ vision of “A balanced and harmonious Aboriginal Community”. These reports include the Calls to Action from *The Truth and Reconciliation Commission* (TRC), and those in the report on the *Missing and Murdered Indigenous Women and Girls Inquiry*, The Canadian Human Rights Tribunal’s decisions on child welfare services provided to First Nations children, and the *Indigenous*

Resilience, Connectedness and Reunification Report for BC.

Bill C-92 provides opportunity for increased collaboration with First Nations communities as well as a legal pathway that supports and honours Indigenous Peoples’ cultural system of caring, keeping children connected to their families and communities, and alternatives to care. *Bill C-92* and VACFSS policies, *Raising Our Children Together* and *Keeping Our Children Safe*, provide a framework for restorative policy and practice that is child, youth, family and community-centered, inclusive, culturally focused, collaborative, accountable and focused on resilience, wellness, and healing. The new legislation identifies collaboration with Indigenous communities and Nations, Indigenous governing bodies, and providing coordination agreements to ensure the inherent jurisdictional rights of Indigenous communities to be involved in all aspects of child welfare involvement. Through inclusive collaborative approaches, the legislation strives for collective decision making and strengthening relationships. A key component of

the legislation is concrete needs and preventive supports for families, so children do not come into care due to socio-economic circumstances, including poverty, lack of adequate housing or infrastructure, and/or parental health and illness. Instead, the best interest of the Indigenous child is the paramount consideration in all decision-making considering culture, belonging, identity and connectedness.

We have been working during the unique circumstance of a public health emergency since the official declaration of the pandemic in March 2020. While it has been a prolonged experience, it was always regarded as temporary, and it appears we are finally nearing the end. Along the way, we have learned a great deal about the flexibility and resilience of our staff, community partners, and children, youth and families we support. We look forward to continued opportunities for the development of policy, research, training and quality assurance processes to continue to support restorative policy that is grounded in intergenerational Indigenous knowledge

systems, informed by research, recognizing the diverse culture of the family, and results in measurable positive change. 🙌



DIRECTOR OF HUMAN RESOURCES & COMMUNICATIONS

Paul Hucul

Mandate

The mandate of the Human Resources and Public Relations & Communications (HRC) 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 and communications.

A. Staffing

Staffing included 141 regular employees, 18 casual employees and 1 secondment for a total of 164 employees. Of team leaders/supervisors, 56% and 50% of managers were of Indigenous ancestry. In addition, 56% of employees were of Indigenous ancestry to reflect the demographics of the families with whom we support.

Recruitment activities of HRC have been successful in that there were 315 applications resulting in 14 new regular employees hired. Six (43%) of these new hires were of Indigenous ancestry. There were also 26 internal selections.

The turnover rate was 11.1% as compared to 19.8% for the 2019/2020 fiscal year. The 5-year average turnover rate is 14.5%. The 10-year average turnover rate is 13.57%.

Vacancy

As of March 31, 2021 there were 15.95 vacancies in authorized positions for an agency vacancy rate of 10.2%. The 5-year average vacancy rate for authorized positions was 8.2%.

B. Education & Training

HRC sponsored training was limited to employees due to the Provincial Health Order restricting in-person gatherings, and due to in-office rotational schedules. This was also impacted by VACFSS' focus on updating infrastructure to support e-learning options through Zoom and Microsoft Teams at the beginning of the year.

Delegation training remained a priority for new hires where 7 social workers attended Indigenous Perspectives Society delegation training.

There was one New Employee Orientation day, in which 17 new employees attended. Privacy Training was ongoing, and 18 employees took part. Two of the agency's larger regularly scheduled training opportunities of Cultural Camp and Leadership Essentials training were put on hold due to COVID-19.

We look forward to offering a full spectrum of trainings in all areas in the 2021/2022 fiscal year through in-person and e-learning options.

C. Labour Relations

HRC continued to work out issues with the BC-GEU. Labour Management Committee meetings were held every two months, but were reduced in the COVID-19 era. Several labour issues were resolved without going to the grievance process. Two grievances were filed in the 2020/2021 fiscal year and remain outstanding.

A number of disputes were solved informally utilizing VACFSS' Alternate Dispute Resolution Process (ADRP). In addition, several of the 2019/2022 Collective Agreement articles were implemented.



To acknowledge the 2020 winter solstice on December 21, VACFSS invited our children and youth to submit original artwork depicting what the winter solstice means to them. This artwork was submitted by a youth, age 13.

D. Occupational Safety and Health (OSH)

VACFSS offered a comprehensive OSH Program across three sites and expanded to include employee work from home options in response to COVID-19. VACFSS' Violence Prevention Program continued to be a priority as it aligned with WorkSafeBC's High-Risk Strategy. A total of 12 new employees completed the ongoing Occupational Health and Safety quiz.

During the 2020/2021 fiscal year, VACFSS had a total of 8 workplace incidents reported to WorkSafeBC involving employees. One incident was reported with no further healthcare or time loss claim. Six claims were accepted where healthcare benefits were offered. One of the incidents was accepted and resulted in time loss and healthcare benefits being offered to the employee.

The sentinel event of the COVID-19 pandemic required ongoing strategic planning due to the high risk of health, safety, and wellbeing implications to both clients and employees. In response to the pandemic and Public Health Emergency in BC, the agency has continued to:

- ▶ Provide communication/information to employees regarding COVID-19
- ▶ Identifying at-risk employees and implementing temporary remote work options
- ▶ Development of an Employee Handbook for COVID-19 Safety
- ▶ Sharing information on best practices to reduce in office transmission of COVID-19
- ▶ Reducing employees in office by implementing rotational schedules to provide essential services in each program
- ▶ Use of hierarchy of controls including elim-

ination, substitution, and personal protective equipment

- ▶ Working with community partners to reduce possible transmission or exposure
- ▶ Working to ensure employees have been offered the option to receive the first dose of the vaccine

With the above preventative measures implemented, there were no in-office transmissions of COVID-19 amongst employees. Going forward, a significant amount of time, energy and resources will be required to address COVID-19 to maintain health and safety of clients and employees.

E. Wellness - Living a Healthy Aboriginal Lifestyle (LAHAL)

VACFSS had limited offerings under the LAHAL program due to the pandemic and postponed the following activities: massage for stress reduction, yoga, sewing, and the Vancouver Sun Run. VACFSS continued some of the critical offerings and introduced some alternatives to address some stress and anxiety of employees given the pandemic.

- ▶ The Cultural Clinical Counsellor Elder played a very important role in the wellness/healing and cultural program. Through COVID-19, she provided phone sessions, one-to-one counselling intervention sessions, supporting employees in developing coping strategies and Critical Incident Stress Management (CISM) virtual circles. The work of the Elder was received very positively throughout the agency
- ▶ The CISM Team continued to provide peer support to employees who experience critical incidents
- ▶ In July of 2020, a Workplace Wellness Challenge was introduced promoting overall health for employees working from home or in office. Employees could participate

by completing an activity that focused on an area of their health: mental, physical, spiritual, or emotional. Employees could share their activity on our Workplace from Facebook for entries into a contest at the end of the month

- ▶ A limited monthly agency wellness initiative for mental health to support employees with stress and anxiety from work and daily life in relation to the COVID-19 pandemic. An Indigenous Registered Family Therapist specializing in working with Indigenous families was contracted for this limited monthly series

Dependent on the pandemic restrictions and safety for employees, we look forward to exploring both e-wellness and in-person wellness options in the new fiscal year.

F. Public Relations and Communications

The Communications Unit is staffed by the Public Relations and Communications Associate, and one co-op student, who oversee external and internal communications activities for departments across the agency. In October of 2020, the Communications Unit and the Resources Recruitment team launched a comprehensive marketing communications strategy for recruiting inclusive foster caregivers. This new devised campaign deploys new tactics such as Facebook retargeting pixel. As a result of this recruitment campaign, online inquiries have increased by +825%. During this reporting period, the agency also launched its first external e-newsletter and has garnered +318 subscribers in just 4 months. We look forward to sharing agency updates with the community via this new means of communication. 📡



Throughout the pandemic, we continued to hold our special events (virtually), such as our Agency Update Meeting. This gathering is an opportunity to share our achievements over the last year, projects and initiatives ahead, and to reaffirm our strategic priorities as an agency. Upon retirement, VACFSS acknowledges and celebrates the years of service and gifts a Pendleton blanket to each retiree.



CHILD PROTECTION

Donald Robertshaw

Program Overview

VACFSS has the responsibility for providing Child Protection (CP) and Family Development Services (FS) for Indigenous children, youth, and families who reside in the City of Vancouver. VACFSS' restorative policy, *Keeping our Children Safe*, guides and grounds our practice with children and families.

CP social workers receive their mandate to carry out duties under the legal authority of the CFCSA to ensure that Indigenous children are protected, and families are supported. CP is 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 focused on engaging families to address safety concerns in the best interest of their children. CP prioritizes the least intrusive measures and kinship placement options to keep children safe. The VACFSS Access policy is fundamental to keeping children connected while they are in care with either extended family or in a foster placement. The overall goal of the CP program is to support and facilitate pathways to reducing risk for children in collaboration with the family, their circle of support, through collaborative practice, and referrals to other service providers, including Family Preservation and Reunification.

The Indigenous children, youth, and families served were significantly impacted by the COVID-19 pandemic, with the greatest impact on those with school-aged children. Families experienced an increase of social isolation while community supports (counselling, peer support, outreach support), and child education and social/recreational services decreased. Rising child poverty rates, food and housing security, parental mental health, and family violence were significant concerns.

VACFSS COVID-19 prevention measures were imple-

mented to meet the public health orders. The program remained ready to respond to child safety issues with in person and virtual contact. One of the greatest impacts to our practice was the temporary suspension of child in care and parental/family visits, with most interactions becoming virtual (telephone, text, video call).

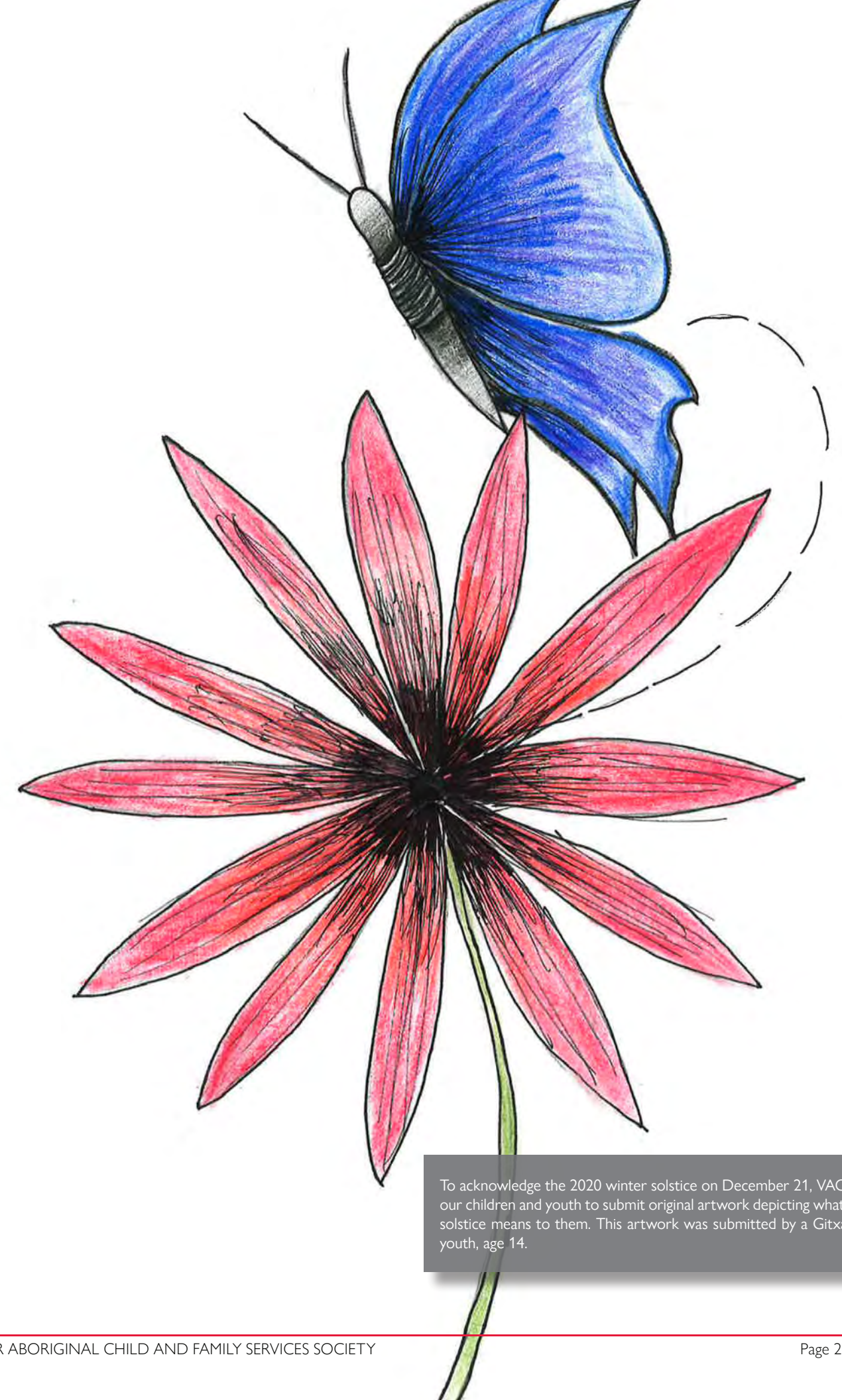
Opioid Epidemic

During this time, the opioid overdose crisis was declared an emergency in B.C. as deaths totaled 1,716 in 2020, and 7,000 in the last 5 years. The number of Vancouver illicit drug deaths due to toxicity rose from 246 persons in 2019 to 410 persons in 2020 (BC Coroners Service, *Illicit Drug Toxicity Deaths in BC January 1, 2011-April 20, 2021*). The opioid epidemic is a significant risk factor for Indigenous families in Vancouver.

VACFSS provides important supports to children and families who lose parents or caregivers to overdose death. This includes immediate placement planning and concrete support for end-of-life arrangements. Elder-led critical incident stress debriefing for grief and loss is provided to both families and staff.

Staff Development

Operational and practice priorities continued to be the focus while keeping staff and families safe. Further supports to staff included a second practice manager being hired for intake, collaborative practice, and out-of-care options. As a result of this initiative, team leaders continued to receive consistent practice manager supervision and increased availability to consult either in office or virtually. The two practice managers provided increased time for consultations on complex cases and responding to concerns about COVID-19 exposure and self-isolating measures with families. The Operations Manager was able to focus on the administrative aspects of the pro-



To acknowledge the 2020 winter solstice on December 21, VACFSS invited our children and youth to submit original artwork depicting what the winter solstice means to them. This artwork was submitted by a Gitxaala Nation youth, age 14.



Every year, we hold our Agency Update Meeting where we take the opportunity to recognize staff for their long-term commitment to VACFSS. All of our service award gifts have a wolf design, beautifully crafted by the David Neel Studio. Five years service recipients receive a pendant or a tie clip; 10 years service recipients receive a ring, and 15 years service recipients receive a bracelet.

gram including implementing the COVID-19 prevention procedures, distributing personal protective equipment, supporting employee behaviour change with personal distancing, and limiting personal contact.

Food delivery was provided to families who were directed by public health authorities to self-isolate due to exposures or contracting COVID-19, and the partnerships with other community agencies that continued with special focus on service delivery and support for families and staff.

Restorative supervision has been well received by staff as there is a greater focus on the wellness of staff while meeting the needs of families. Team leaders have worked to provide consistent restorative supervision with staff demonstrating a commitment to supporting clinical, professional, and personal development within the VACFSS restorative approach.

Requests For Service and Reports Received

CP program's yearly activity reports derive from two

main sources: reports received, and ongoing case file management. CP reports take place when families come to the attention of the program; these new families are primarily assessed by the Intake Team. CP also receives reports on families that are already involved with the program, who are assessed predominantly by the Family Service teams. Reports for support services are coded as Service Requests (SR), while reports of suspected maltreatment of children are coded as Incidents.

We strive to mitigate neglect that occurs for children due to poverty related issues. This is done by providing families with support and funding for concrete supports such as food delivery service, housing authority referrals, furniture, clothing, food, Internet/mobile phone services and other basic needs for families. Often, neglect occurs due to decreased access to necessities, lack of support or access to support systems, failure to follow through with medical needs, and having children exposed to trauma including intimate partner violence. To address some of these concerns, we support families through collaborative service planning, refer-

ral and support to Family Preservation & Reunification Services, food delivery support for families affected by COVID-19, assistance in obtaining mental health and special needs services, and providing referrals to our community partners and various other programming to support the well-being of the family.

Out-of-Care Options Home Placements (OOCO)

Out-of-care options (OOCO) files are designated for children who are not in care but are residing with extended family or in community. This provision is an alternative to a child having in care status. Out-of-care provisions include the Extended Family Plan (sec. 8 Agreements), Temporary Transfer of Custody under sec. 35(2)(d) and 41(1)(b), and Permanent Transfer of Custody under sec. 54.01 of the *CFCSA*. If the parents are not able to resume care when the provision for temporary care expires, the use of sec. 54.01 allows for the permanent transfer of custody of the children to a proposed guardian, with whom the child has a significant relationship with and/or a cultural connection to,

without the need for a continuing custody order. Furthermore, Extended Family Program agreements can continue beyond the two-year period with the caregiver and the Director.

For the current reporting period, there were 131 children receiving services under the OOCO program. Of the 131 children, 31% (40) are placed under the provision of Kith and Kin or Extended Family Program (previously known as Child in Home of Relative Program or CIHR), 18% (24) are placed under court ordered OOCO, 51% (67) are placed under sec. 54.01. Of these 131 children, 34% (45) are age 0-5, 45% (60) are age 6-12, 21% (28) are age 13-18.

With an emphasis on least disruptive measures and the alternatives to care as a vital component to restorative practice, it is anticipated that the OOCO program will continue to be used as an alternative to care. At present, there are 90 homes located throughout the province where children are being cared for by their extended family or community members. Due to the geographical distance of these homes, support is

sought through joint case management with other Delegated Aboriginal Agencies and/or MCFD.

Children In Care

As of March 31, 2021, there were 117 children in care. There were 13 Voluntary Care Agreements and 0 Special Needs Agreements this year. During this reporting period, 56 children were removed, a significant decrease from previous years as seen below. The circumstances which led children to being removed related to immediate safety issues where parental care resulted in immediate and significant risk to a child’s safety and wellbeing. A continuum of least intrusive interventions were utilized, including:

- ▶ Engagement identifying the concerns with the parent(s) regarding the child safety issues and engaging parents in addressing the concerns
- ▶ Written safety plans addressing the concerns and 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

Collaborative Practice and Culture

The Collaborative Practice Team receives referrals for facilitated meetings. Given the impact of complex trauma due to colonial history and assimilation policies such as the residential school system, the foster care system, cultural genocide, and other historical atrocities, Indigenous families require trauma informed practice.

For this reporting period, there were 26 Elder referrals. The number of referrals for Elder involvement in all areas of practice will continue to increase as it provides a pathway for families to heal. To enhance our restorative practice, a program priority was to increase Family Case Planning Conferences. These family conferences are extremely important in immediately bringing families and social workers together to discuss important issues such as child safety, family safety plan and urgent child family placement plans. Ceremony plays an integral part of the program and CP continues to increase the capacity to offer cultural support to families with whom we support.

Due to the COVID-19 pandemic, all in person gatherings were suspended. In this past reporting period, CP held one Honouring our Sacred Bundles Ceremony undertaken virtually which is a significant event that brings together infants in care with their parents, family members, caregivers and helpers. CP also supports Homecoming Ceremonies where parents are honoured for their perseverance, continuing their healing journey and completing the required steps to have their chil-

dren return home. This fiscal year, 2 Homecoming Ceremonies were held virtually. We give thanks to all the CP social workers and administrative staff who have worked through the COVID-19 pandemic. Our appreciation is extended to 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 are honoured to work with, for their courage, resilience, perseverance and spirit.

We are energized and grateful for the opportunity to serve the Vancouver Indigenous community. 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.🙌

	2012	2013	2014	2015	2016	2017	2018	2019	2020
Children in Care	133	141	116	131	130	138	165	141	117
Removals	104	98	94	114	87	87	89	68	56



FAMILY PRESERVATION & REUNIFICATION SERVICES

Doris Peters

Program Overview – Our Gifts

This year has challenged us to find creative solutions and practice within the context of a pandemic. I am very pleased to report that staff have been out in the community, collaborating, and connecting with families in the most creative ways possible. They have continued communication with their families via phone calls, meeting outside their homes, meeting in the community while maintaining all guidelines of public health orders.

Operating through the pandemic brought with it worries and obstacles that we could not have foreseen. The pandemic has increased vulnerability for our families. We are very fortunate to have a team whose backgrounds and skills provide families with the venue to voice their concerns, challenges, strengths, and celebrations. Family Preservation Counsellors (FPC's), Groups' coordinator, and Elder often work with families while in crisis through to stabilization. Therefore, it is vital that we engage trauma informed practice.

Our FPC's make significant investments to develop rapport and build trust. First, we identify the concerns, and we develop goals based on these concerns. This is done in collaboration with the Child Protection social worker, FPC and the family through the foundation meeting. This step is intentional, so the family sees the team working with them. The concerns are transparently identified to determine where to focus our work. For example, we may begin our work by addressing goals that are less intensive which allows the family to experience success and to establish a relationship with the FPC.

Our choice in goals in the beginning can either deter the family from services, or it can establish a relationship of trust between a FPC and the family. After a relationship has been established with the family, we then

begin the intensive work of reducing risk, either to prevent a removal or to ensure that the family has their children returned to their care.

Our Team

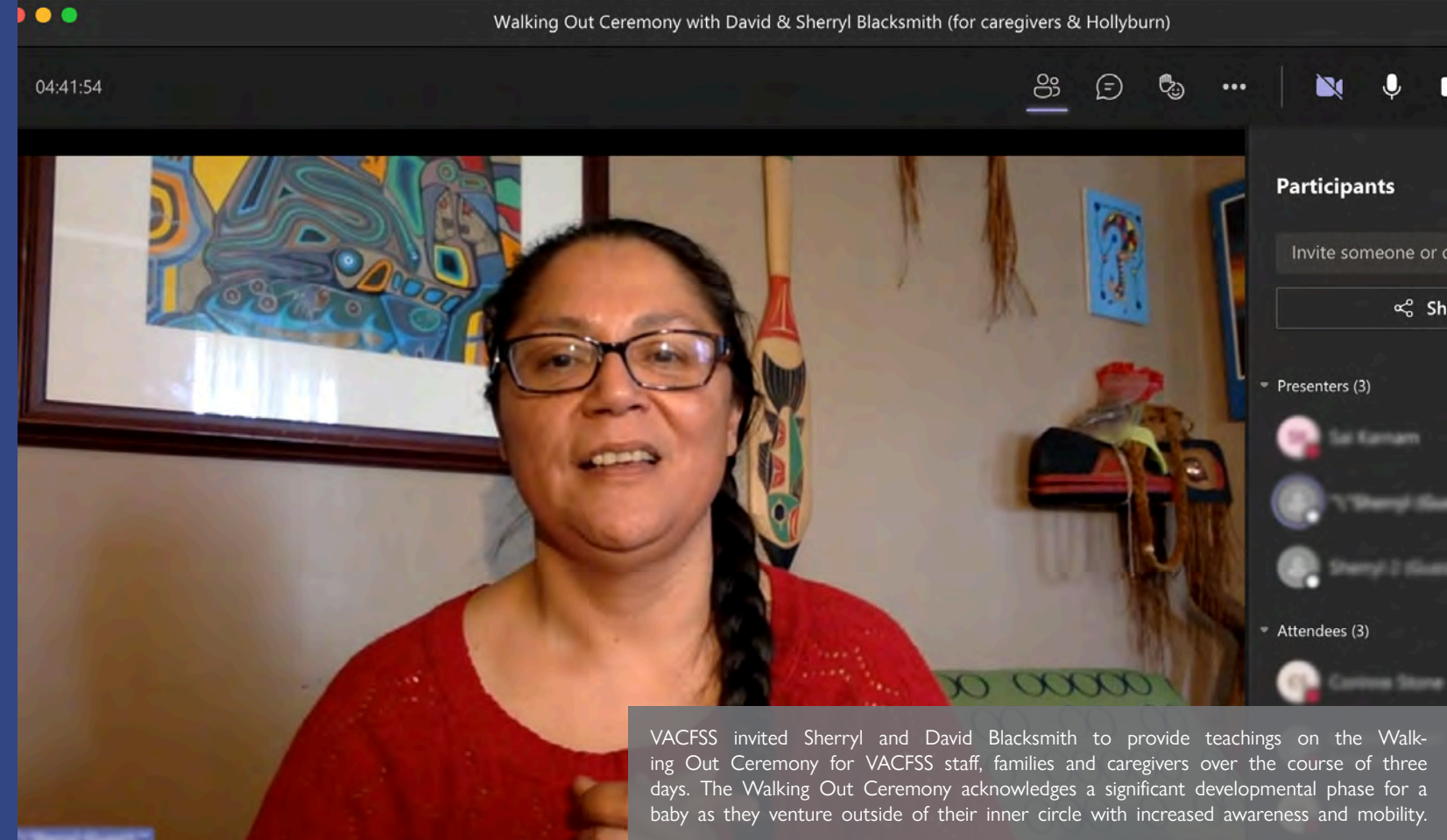
Currently, we are fortunate to have experienced minimal staffing shifts through COVID-19. We have hired one FPC for a 1 year term position as one of our FPCs took an educational leave and one of our team leaders has also taken a leave of absence.

We have a highly skilled team whose depth of knowledge, passion and integrity is impressive. Through COVID-19, our administrative team has been vital in keeping our office safe in ensuring that all PPE is readily available to our staff. They have also been instrumental in ensuring COVID-19 safety protocols are practiced within the office.

As we developed our rotational schedule, it was clear that we had staff who preferred to work on site continuously. Through COVID-19, our staff have honoured mothers on Mother's Day, delivered food hampers/cleaning supplies on 3 separate occasions, transitioned to virtual practice, provided supervised visitation, hosted visitation visits in our updated rooms, and provided traditional medicines (e.g., sage and cedar) to families.

Family Preservation and Reunification – Our Practice – Our Passion Interventions

We are actively looking at our caseloads and the analysis of the data supports an increased caseload capacity for receiving new referrals. In addition, we expanded our practice to include providing prioritized response services to Child Protection in order to reduce risk of removal or to address a risk so the family can be reunited. The FPC works intensively with the family for 8



weeks; subsequently, the family is placed on the waitlist to be assigned to a long-term FPC. In addition, this allows us to assign a family to the FPC based on a work load assessment. We have also implemented visitation at our office in a comfortable child-focused environment. Families report enjoying the enhanced space and value the time they have with their children.

In addition, we began a collaboration with Atira Women's Resource Society for therapeutic visitation which has been well received by both the families and the Child Protection Program. The house is located in East Vancouver which is accessible to our families. It is a comfortable home-like environment and the program staff are providing coaching and guidance during visitation to strengthen the parent/child relationship and promote attachment.

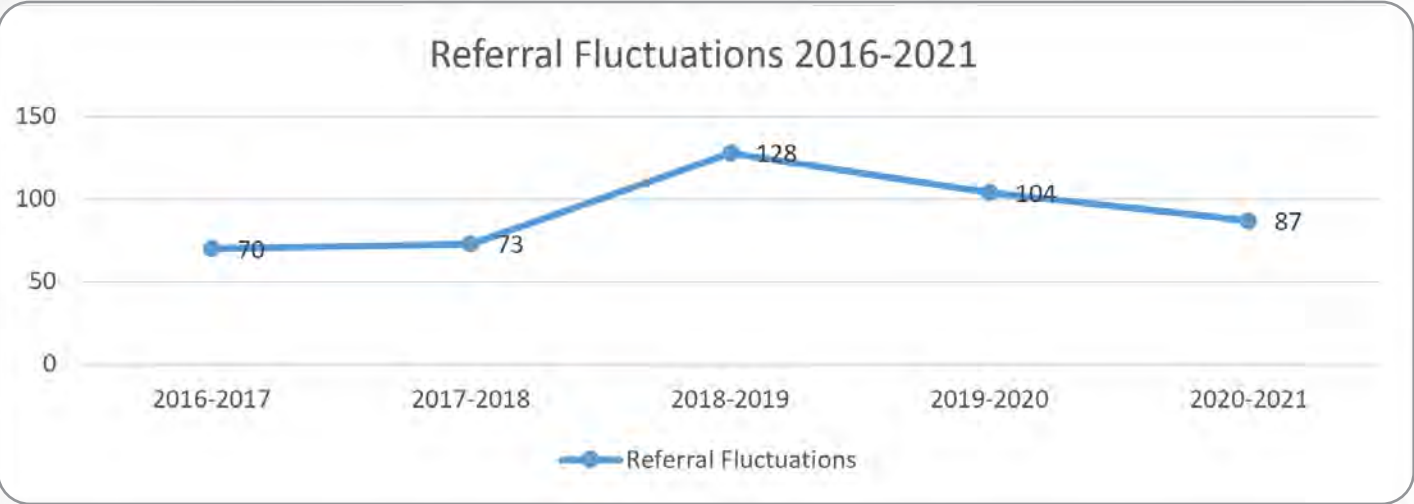
Referrals to the Family Preservation & Reunification Program remain consistent and we are reviewing our practice regarding waitlist, prioritized response, and length of service.

Associated Services Trends

Our two Strengthening Groups moved to the virtual platform, Zoom. We supported the families by offering a gift card in lieu of a meal that is typically shared at each in-person gathering. However, the "new way" has been a struggle for many of the families, thus, Elder engagement was provided daily.

Hours for contracted service agencies were significantly reduced compared to previous years due to COVID-19. Our contracted service providers adapted, and we provided significant support to allow them to develop the capacity to work within a pandemic. This included purchasing vehicle barriers, supporting practice and policy changes.

The In-Home Support Coordinator provided on-going support to contractors that wanted to work through the pandemic. We had several contractors who did not want to restart their services due to the vulnerability of their staff and the volume of work required to pivot based on the various waves of the virus (i.e., WCB



compliance, public health guidelines, policy updates, OSH).

Supervised Access and Transportation

Through the pandemic, contracted staff were not required to provide supervised access due to the increased vulnerability of the families that we work with. Instead, we expanded our transportation, deployed in-house social worker assistants, and encouraged social workers and our FPC's to provide the supervised access to families. This resulted in an increased number of visitations occurring at our office at 745 Clark Drive.

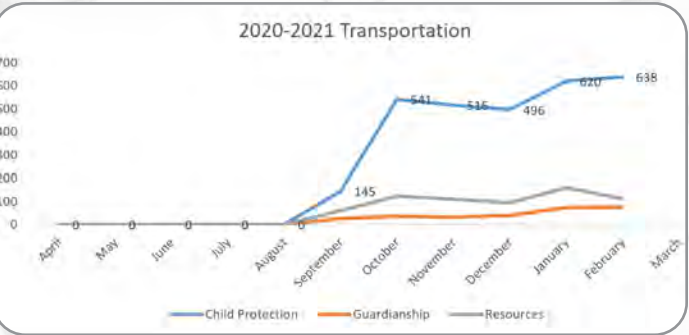
Cultural Supports

Our Elder called both past and current families within the Strengthening Groups on a regular basis to ensure they were connected to our program and for encouragement to request services and concrete support as needed. Reports from the families on their challenges/barriers included adapting to virtual service provision.

Goals

- ▶ To continue to develop our story to describe and bring to life the hands-on work that we engage in
- ▶ To continue to work collaboratively with the other programs and to establish our unique approach to practice

- ▶ To launch our research projects for the 2023 conference
- ▶ To bring our draft Family Preservation & Reunification policy to life and to review at 6 months and 1 year
- ▶ Work on several areas of Sohema, our Information Technology system, to provide meaningful reporting and to utilize this tool in a standardized and streamlined way within our program



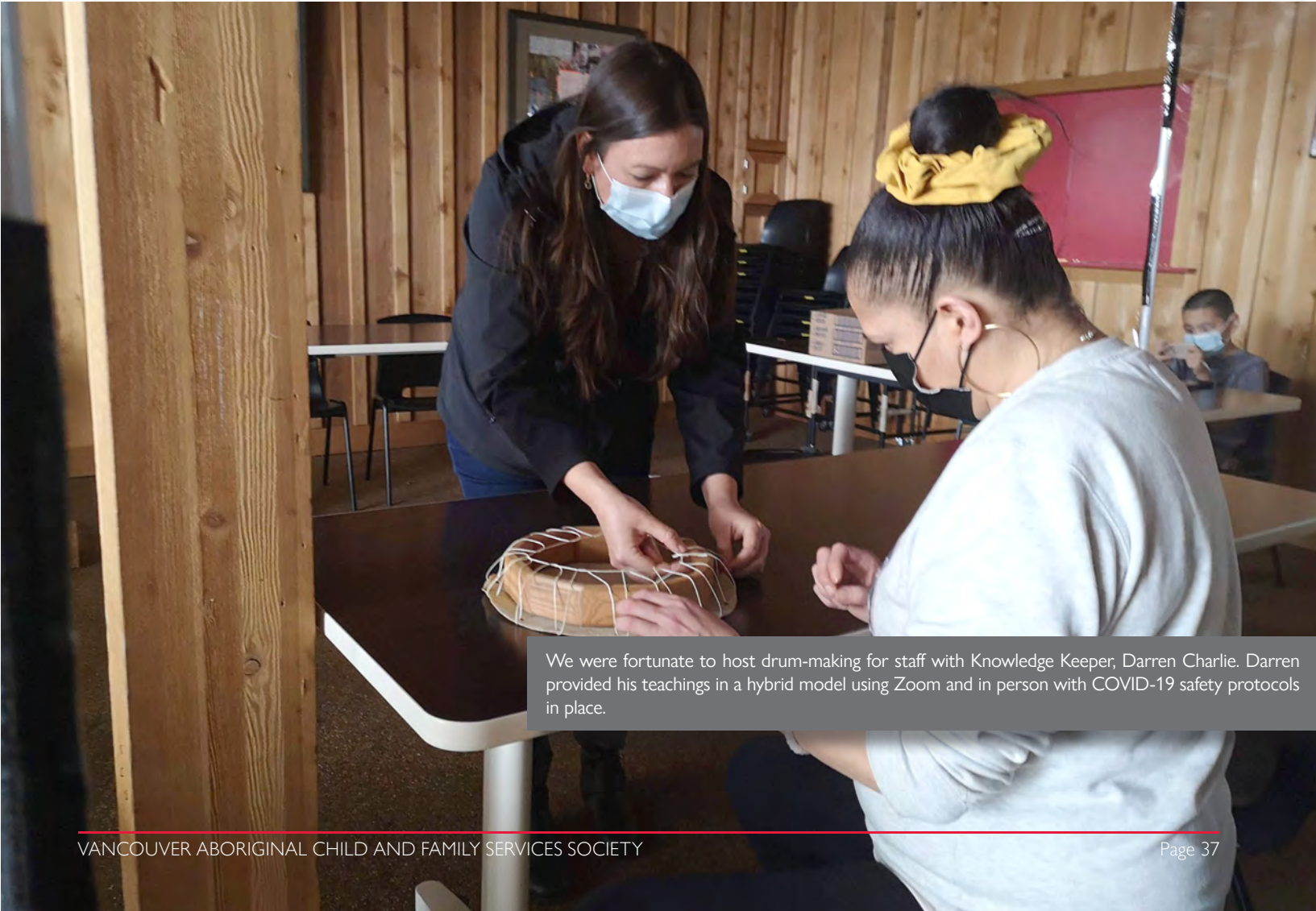
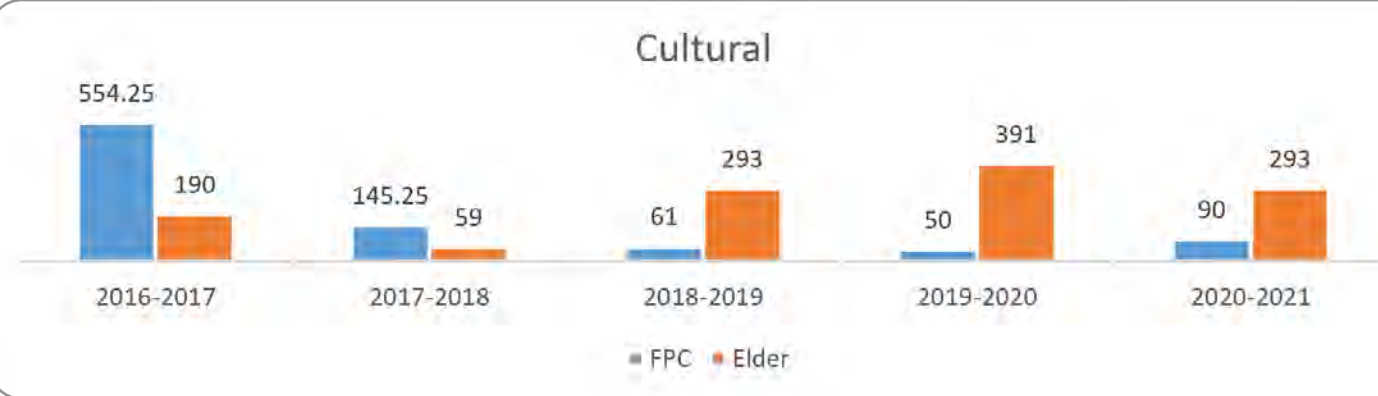
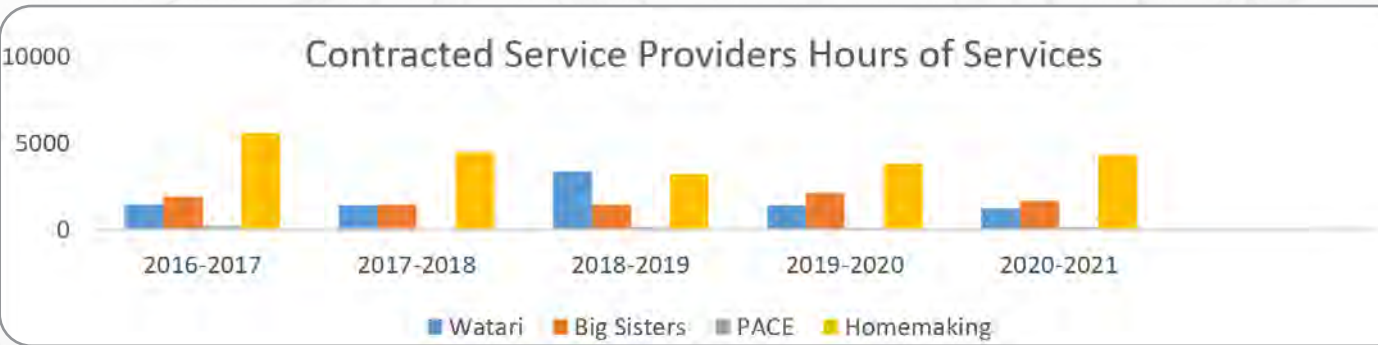
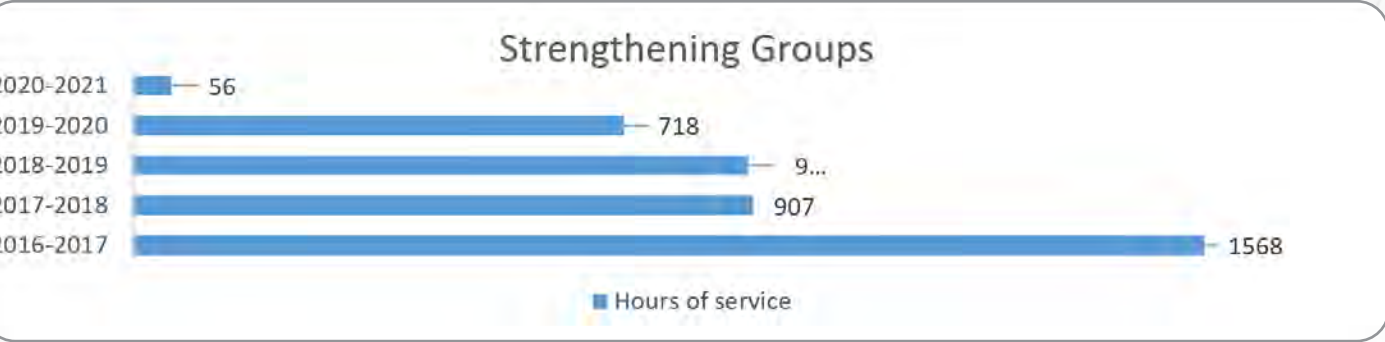
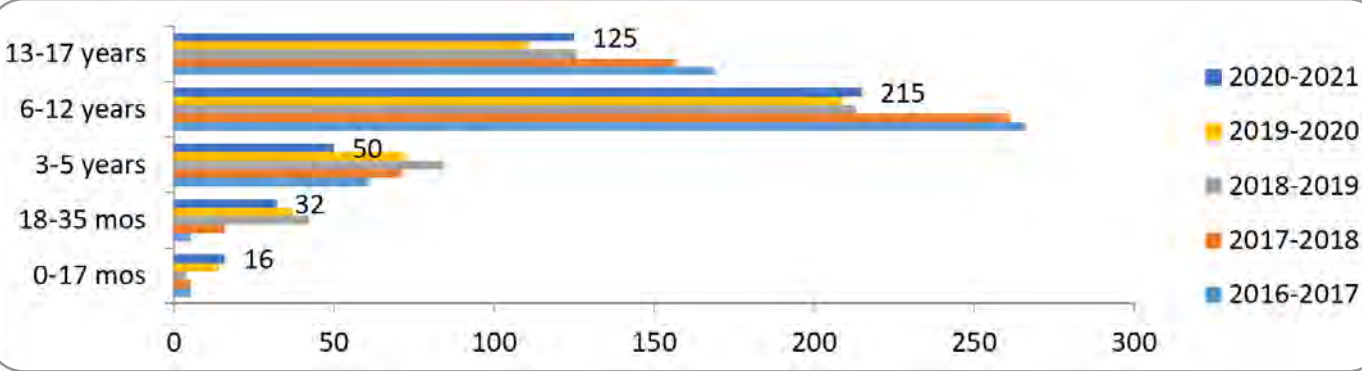
Celebrations/Accomplishments/Training

- ▶ We completed the draft Family Preservation and Reunification policy



VACFSS partnered with Atira to deliver a ground breaking therapeutic visitation program for moms with children 0-4. Atira has a longstanding reputation for working successfully with women and providing progressive supportive services. Atira secured the space and furnishings to make the space comfortable and welcoming for our moms with young children. This space is a centrally located home environment, in a two-level house which will allow ongoing and flexible visitation with supports and coaching available to ensure that the parent/child relationship is strengthened.

- ▶ Engaged in extensive food security practice
- ▶ Provided services through the pandemic
- ▶ FPC's provided supervised visitation for families
- ▶ Provided 2 visitation spaces for families
- ▶ Administrative team provided stability for our staff in ensuring compliance of COVID-19 measures and availability of PPE supplies
- ▶ In-Home Supports Coordinator provided support to contracted services to engage in services through the pandemic
- ▶ Attended training in the areas of: home visitation, *Bill C-92*, trauma, delegation, MS Teams, Office 365, First Aid, and grief and loss
- ▶ Opened our outdoor gazebo for cultural engagement
- ▶ Started cultural activities to provide to families: drum making, Walking Out Ceremony, winter solstice acknowledgment, Elder teachings, building cleansing, Sacred Life Givers Group
- ▶ Developed collaboration with Atira to provide therapeutic supervision
- ▶ Collaborative practice with CP, Resources, Guardianship, and Infrastructure 🙌



We were fortunate to host drum-making for staff with Knowledge Keeper, Darren Charlie. Darren provided his teachings in a hybrid model using Zoom and in person with COVID-19 safety protocols in place.



RESOURCES

Gavin O' Toole

VACFSS' restorative framework, the recommendations of the *Truth and Reconciliation Commission* (TRC) of Canada Calls to Action, and *Bill C-92* continue to inform and strengthen our approach to meeting our children and families' needs and aspirations, and in strong relationship with community.

Inclusive foster care practice encourages close working relationships between the child's social worker, resource worker, 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).

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 with complex needs and maintaining overall optimum levels of family care homes to meet the needs for placements. Placing large sibling groups together to avoid separation also creates placement challenges. Resources' response is to demonstrate strong collaboration with other programs. Strong clinical practice and skills-based training continues to be a priority albeit the onset of the coronavirus pandemic. The pandemic has created some challenges with a shift to greater reliance on virtual-based means of training, and the learning curve involved in mastering these new forms of information and communication.

Resources Caseload Activity

Overall, the Resources Program supported an average of 386 children. This represents a sharp decline of the year before where there were 421 children in care. The current percentage of children in care residing with foster caregivers is currently 82%. The number of chil-

dren in child-specific placements has decreased from a peak of 46 children in 2019/2020 to 35 children this fiscal 2020/2021. The decrease in the use of child-specific resources can be attributed to efforts in permanency planning through the Child Specific Placements Committee, transfers of caregivers to VACFSS, and resource closures.

The program remains committed and responsive with approximately 156 foster homes. The skill level of the foster caregivers, as indicated through the Levels of Care System remains relatively equitable with between 33-53 foster caregivers in each level. In 2020/2021 the number of Level 1, 2, and 3 homes respectively were 50, 46 and 33. The number of restricted foster care homes (family or significant others to the child placed) has remained relatively constant over the last three years with an average of 25 homes. The number of Indigenous foster caregivers is 37 in the current 2020/2021 year.

There was a significant drop in total child placements to 94, compared to 152 in 2019/2020 and 191 in 2018/2019. The collaborative planning consultations and caregivers' commitment to placing siblings together has resulted in 3 children being placed together with their siblings during the reporting period. In addition, 34/94 involved moving children to another home due to caregiver capacity, home closure, and safety issues. This number has been relatively consistent over a three-year period.

Respite is the provision of short-term alternate care of children outside the family home, up to 14 days per month. Respite provides opportunities for parents to actively engage in restorative healing and engagement in community supports, thus minimizing the factors that contribute to children coming into the care system. The provision of respite care to families referred



FIESTA TIME!

To show our most sincere appreciation and gratitude for the love & support you show our children and their families, we want to provide you with a family gift. As we are unable to celebrate with our annual culture camp this year due to COVID, we still want to ensure our children and your children have some extra fun. We are sending out warm wishes with our baskets to bring added summer fun and laughter!

VACFSS

As we were not able to host our annual Foster Caregiver Cultural Camp this year due to COVID-19 restrictions, we re-purposed our funding to come up with some extra fun activities for our families. FIESTA TIME was created for some physical activity, interactive play and outdoor playfulness for the whole family. Within the bubbles provided, we filled colorful plastic tubs with summer toys and picnic food treats. We gifted water toys, Frisbees, skipping ropes, flying planes, sand toys, Indigenous tattoos and coloring pages, sidewalk chalk, colorful rubber balls, soccer balls, glittery beach balls and other items too numerous to mention.

by the Child Protection Program continues to be a priority in the Resources Program. There was a total of 76 placements of respite into foster caregiver homes, involving 50 children. There were 150 placements to Children's Corner Respite Home, involving a core group 17 children.

Children and youth with complex needs require staffed supported placements either within the foster home or in a child-specific resource. The numbers of child-specific placements reached a peak of 46 in 2019/2020. However, this number has shown a decrease in 2020/2021 to 35. Reasons for this reduction is an increase in child-specific contracted caregivers transitioning over to VACFSS as part of the permanency plan, and due to the new cross-program Child Specific Placement Committee. This committee is designed to regularly review permanency planning and transition children from these specialized resources into skilled VACFSS family care homes, returned home or placed with relatives.

Hollyburn Family Services provides core foster caregiver education, and specialized training and counselling services for foster caregivers. The PRIDE pre-service and in-service foster caregiver training has shifted to a MCFD hosted on-line format. Overall, foster caregiver cultural education and special event trainings, various skills enhancing workshops and the Stand Together Conference attendance was 446 in 2020/2021.

The Dave Pranteau Aboriginal Children's Village continues to provide safe and community housing with 11 foster homes suites and 3 youth suites. Resources has acquired one additional suite within the Children's Village to provide a new resource for older children and adolescents. However, as a result of the pandemic this suite is preserved for pandemic-related emergency placements. An additional respite suite was created in the Village to provide support to families referred by the Child Protection Program.

Vancouver Coastal Health, Foundations Program, continue to partner with VACFSS and are extremely helpful with the provision of support to foster caregivers who

care for children and youth with complex mental health needs. Milieu Family Services also provide services to foster caregivers through dedicated Fetal Alcohol Spectrum Disorder key workers.

Foster caregiver recruitment, particularly Indigenous foster caregiver recruitment, is a priority for VACFSS. However, the pandemic has hindered the program's ability to participate in public, community-based events, the principal recruitment means, as most or all were cancelled. The Recruitment Team quickly adapted to greater investment of online and digital platforms including the creation of a recruitment video that is still in production. The recruitment team is highly motivated to continue with innovative and progressive print and digital means of recruitment including social media, such as Facebook.

Out of 257 inquiries to foster, the number of new applications was 19, and a total of 17 new homes were opened; 6 are Indigenous. This is a marked increase over the previous 2019/2020 year when only 8 new homes were opened, and 1 was Indigenous.

In 2019/2020 April Bennett, Cultural Coordinator joined the Resources Program and continues to support cultural practice in VACFSS' annual ceremonies. With the onset of the pandemic, many of these ceremonies and activities were adapted to virtual means or to limited, socially distanced and full PPE-enabled events with reduced number of participants.

The program continues to strengthen and enhance activities focused on family and cultural connectedness. In 2020, the VACFSS Foster Caregiver Cultural Camp was adapted to providing each caregiver home a "Summer Fiesta" themed gift basket chock full of outdoor play toys, Indigenous books/crafts, food items, water toys, etc., to emphasize physical movement, outdoor play and connection to others. Further, to replace the Annual Caregiver Appreciation Dinner, the Resources team produced a very memorable acknowledgment for all of our sacred caregivers with a caregiver appreciation basket and service awards. The basket included an

artwork card from one of our creative, young people on the Youth Advisory Committee with some thoughtful words of wisdom from April Bennett on the theme of resilience, and an Inclusive Foster Care website pamphlet with login instructions.

Resources Budget and Expenditures

The program expenditures are \$24,907,333 for this 2020/2021 fiscal. The main factor for expenditure increases continues to be the use of child-specific specialized contracts and staffed resources to meet the complex care needs of children and youth, and recruitment pressures. In 2020/2021, VACFSS supported a total of 11 child-specific staffed specialized resources, 2 of which are now closed, and 3 are new resources from MCFD that VACFSS children are placed in.

Program Achievements and Goals

- ▶ Continue to enhance foster caregiver recruitment applicants through community engagement
- ▶ Continue to recruit family, extended family to provide kinship care
- ▶ Continue to focus on foster caregiver retention and capacity building
- ▶ Continue to build social worker capacity in clinical and family systems training
- ▶ 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 implementation of *Inclusive Foster Care* and VACFSS' restorative policy
- ▶ January 2020 saw the emergence of the COVID-19 pandemic. Thoughtful, proactive and safe workplace and community-based practice and protocols will continue with the utmost effort to ensure

the safety of children, families, sacred caregivers and staff

My hands go up to all of our children, youth and families, our program staff and all of our contracted community partners in thanks for their resilience and determination to survive and thrive. Our prayers go out to the loved ones we have lost.

I am in deep appreciation to lead the Resources Program and cultivate opportunities to thrive in difficult times while upholding the VACFSS mission to provide holistic service delivery that culturally and spiritually strengthens Aboriginal families. 🙏



GUARDIANSHIP

Holly Anderson

Program Overview

The Guardianship Program continues to be a thriving program that supports the lives of Indigenous children and youth that are under a Continuing Custody Order. 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. Secondly, to ensure that children leaving the care system do so with a strong Indigenous identity and a leadership vision for their future.

Our approach to practice situates the child in the centre of their circle surrounded by a circle of support, family, community and culture. We provide delegated guardianship services that are grounded in a restorative practice approach and the foundations of the *Aboriginal Policy and Practice Framework*. In addition, we have a part-time Indigenous wellness counsellor to support youth working through trauma and arising issues of grief and loss. The core of the work with our children focuses on developing holistic care plans with an emphasis on connection to family, extended 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.

The year 2020 was one like no other for our children and families. Yet, we navigated together, stayed strong as a community, and found creative and innovative ways to support our children and youth through the pandemic. Early on we ensured that every child or youth had access to virtual technology and supported them by purchasing tablets, laptops, phones, and the same technology to members of their circle, including biological families. This allowed them to continue their education uninterrupted in the spring, and critically to 'visit' with social workers, their families, and members

of their circle. As restrictions lifted, we met with our children and youth outside, going for walks in their neighborhoods, or having visits in their yards.

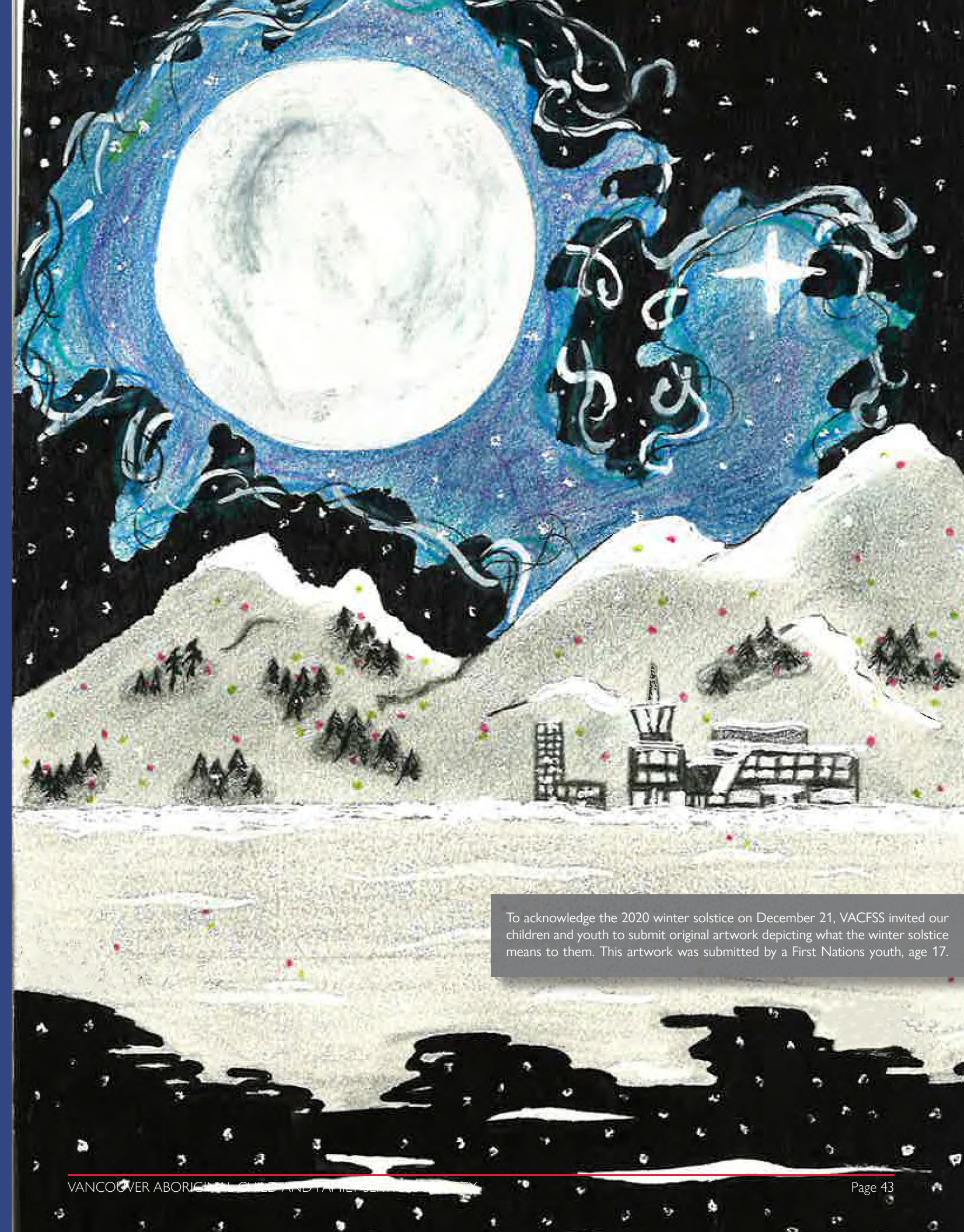
Database Information

For the past eleven years, Guardianship has been tracking the outcomes of our youth in care through a database system. This allows us to review and develop an evidence-based framework for our practice and ensure that our initiatives are representative of who our children are, and of their unique needs and vulnerabilities. It also places an emphasis on understanding how our practice in the moment impacts the trajectories for our children and youth. In recent years, we have augmented our data collection information to include information on children that are leaving care through other our permanency planning framework, beginning with rescindments, placement with extended family, transfer of custody, or through adoption.

This year, we represented 273 children and youth, and 18 youth aged into community. Three children left care through our permanency framework, where they strengthened ties to their circle and achieved legal permanency.

In comparison with previous years, database analytics indicated that some similar and some new trends emerged for the 18 youth that aged into community. Of the youth leaving care this year, 22% (4 youth) were eligible for Community Living BC services, and effectively transitioned to adult services and placements. In a higher number than previous years, 55% (11 youth) remained in their foster homes. This was in part due to the pandemic supports that created opportunities for this to occur.

This year also saw another high rate in children grad-



To acknowledge the 2020 winter solstice on December 21, VACFSS invited our children and youth to submit original artwork depicting what the winter solstice means to them. This artwork was submitted by a First Nations youth, age 17.

uating with high school diplomas and leaving certificates. Eighty-three percent (15 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.

Permanency Planning

Guardianship continues to work under our permanency policy, *Raising our Children Together*, which directly guides and oversees the work that Guardianship is doing to move children on from Continuing Custody Orders. Permanency planning begins with a return to family, extended family or to the greater Indigenous community.

Our program's social work assistant has the sole focus of finding family, expanding a child's circle, and honouring significant relationships within the circle. A focus of our practice has been the placement of children within their circles; we are consistently looking towards extended family and community to provide long term care. As part of this priority, we are looking at expanding our kinship care model and defining best practices in this area.

Of plans formalized in 2020, two were adoption plans to members of the child's circle, and one was an adoption plan to a member of the child's Indigenous community. We currently have 5 plans where children are in their legal permanency plan and we are awaiting to finalize. The total number of cases that are in the process of being formalized and tracked for permanency is 64.

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 individual cultures. We are active in ensuring that the rights of

children to participate in culture is upheld. This work is supported by all of our social workers and coordinated by our Lifelong Connections Coordinator. The pandemic saw this work evolve differently this year, as travel to home communities was limited for everyone's safety. This resulted in very child-specific planning, with individual plans and connections being prioritized, and limited physical travel. Consequently, there were numerous virtual connections with Elders, extended families and community, and where safe, some land-based interventions. For example, we facilitated an individual family cultural camp in the Wet'suwet'en territory and another in the Squamish territory.

Guardianship has also engaged in several local cultural initiatives and have partnered with urban initiatives that communities have been providing. For example, our Wet'suwet'en children and youth attend Wet'suwet'en Wednesdays, a weekly Nation-specific cultural group. Our children and youth have also attended medicine gathering and harvesting, dream catcher making and cedar weaving, all virtually this year.

Guardianship has continued our practice of reviewing care plans in partnership with Nations and actively engage them in planning. This year, we hosted Wet'suwet'en, Heiltsuk Nation, Lil'wat Nation, and Lake Babine in virtual meetings for their member children.

Youth Engagement

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

This year was very different in our engagement programs, with all transitioning to virtual programming. Due to the resourcefulness and creativity of our educators and technologically orientated children and youth, we had a successful year staying in relationship and hosting active vibrant virtual circles.

Youth Advisory Committee (YAC)

The YAC continues to be a strong and committed group of youth in or from our care and ensures that VACFSS holds a youth voice, advises best practices from their perspective, and advocates for change in the larger care system. During the pandemic, they were the first program to transition to virtual meetings, and have used this time to engage in program and policy development. They have also created and developed a mentorship program for children and youth in care that they will further present at VACFSS' Annual General Meeting.

Culturally Relevant Urban Wellness (CRUW)

The CRUW program completed its 9th year in 2020 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 second year that the program partnered with MCFD.

As with all programming, CRUW looked different this year, with sessions transitioning to virtual circles, and augmented by some great creative practice by the CRUW team. For example, plants and seedlings were hand delivered to participants to support them in engaging in the growing cycles from home. This was also augmented by small group gatherings in the summer and fall.

Children's Engagement

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

VACFSS' Gathering the CIRCLE program completed its 4th cycle this past year and there continues to be a core group of children in the program which has contributed to a sense of community and led to the strong relation-

ships built between CIRCLE staff, children, and caregivers. This year saw some very creative practices emerge and strong virtual circles and activities taking place.

Program materials were driven out to the children throughout the year to support the virtual sessions. The CIRCLE Knowledge Keepers, with the help of local Elders, 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.

The children, alongside an Indigenous graphic designer, worked on the development of a story of a local resident Sasquatch that incorporated local history, cultural practices, and land acknowledgments. The children were excited to witness him come to life through animation and storytelling. A long-term vision of this work is to have this story printed, bound and shared with the children.

All of our engagement/cultural programs have plans for small group gatherings this summer, and re-entry plans for in person programming (hopefully) in the fall. 🙌



FINANCE & INFORMATION TECHNOLOGY

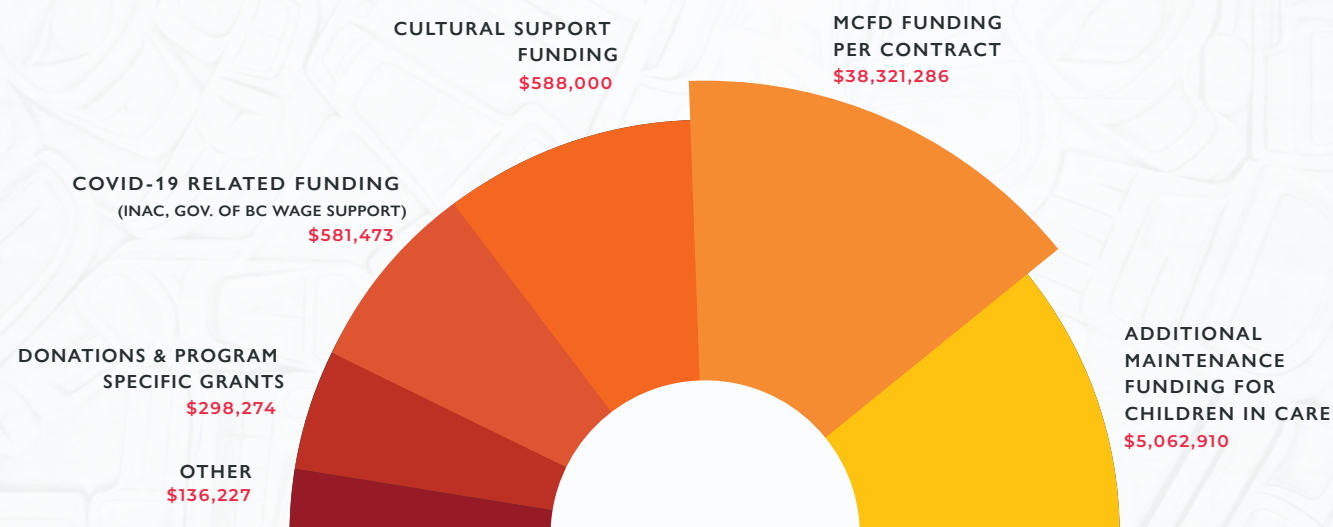
Greg LeBlanc



An organization in the Downtown Eastside called 2Paycheques Away, generously provided our Gifts of our Children Fund, \$2,000.00 for the betterment of our children. This is a fund to support a child to acquire the necessary equipment and training to take their talents to the next level, regardless of what that talent is.

2021 FUNDING BREAKDOWN

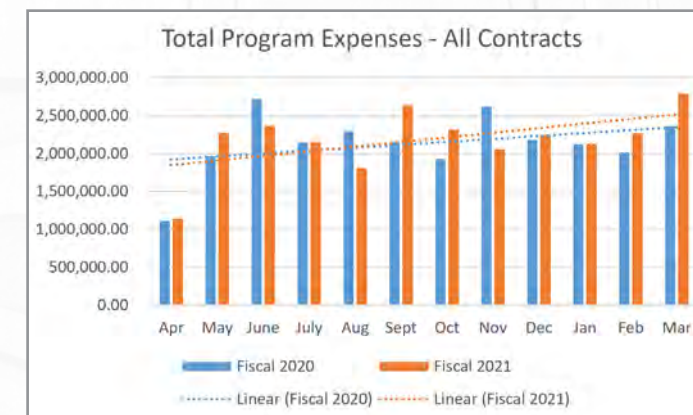
TOTAL REVENUE 2021
\$44,988,170



VACFSS commenced the year fully engaged in the COVID-19 pandemic, resulting in challenges and opportunities in all areas of operations, impacting both revenue and expenditure levels and trends.

Total funding for the agency was \$44,988,170 which is an increase of \$5,082,124 from 2020 (\$39,906,046). Funding details of 2021 break down as seen on the opposite page.

Although total agency program costs (including Resources costs) remained relatively level, this was primarily due to the fixed cost nature of Resources as presented in the following table:



If a comparative table is displayed in the same manner excluding Resources costs, the effects of the pandemic on our service expenditures become more apparent:



The trendline for 2021 shows a reduced level of expenditure early in the pandemic (April-August), but as the pandemic adjustment period begins to settle, the expenditures to children and families increases throughout the year in contrast with 2020 levels.

Overall, 2021 resulted in a surplus of \$2,585,832, of which \$1.533 million was received for Q4-2020 maintenance expenditures paid in the previous year. General and administrative costs were impacted as expected in the pandemic period, and continued for the entirety of the year.

Team building, training, staff wellness supports, cultural events, cultural training initiatives, children's winter solstice acknowledgment, and all group activities were largely eliminated, but these costs were offset by Information Technology (IT) investments to enhance connectivity for staff, children, and families to support new remote work environments and educational requirements.

Staffing costs remained constant with prior years, as the investment in our IT infrastructure was upgraded to enable agency staff to work remotely and maintaining service levels without the need for any staff reductions. Wages and benefits increased in the year throughout the agency due to additional pandemic pay provided from the Government of B.C.

To summarize, VACFSS' costs to access our children and families we serve were challenged in the early months of the pandemic, but as the initial adjustment of the pandemic lockdown period subsided, service level rates surpassed the previous year.

Infrastructure

Funding remained constant overall, with increases for wages as mandated in the collective agreement. Expenditures remained constant when compared to the prior year, with the pandemic reducing costs in board expenses, special events, and staff related costs, but was offset by wage increases from pandemic pay provided from the Government of B.C., professional fees, and amortization related to capital investments in IT.

Family Preservation & Reunification

Funding was relatively unchanged in the year, except for mandated staffing cost increases. Expenditures followed the expected trends due to the pandemic, with increased costs in wages, contracted services, program supplies, and client assistance, but decreased costs in direct program services. Overall, the department generated a surplus of \$113,230 to support future service costs.

Guardianship

Funding remained virtually even with the past year, however, additional funding for staffing, maintenance reimbursements, and pandemic related grants lifted the funding by \$1.051 million, and enabled a larger surplus in the year of \$949,357.

Program costs increased by \$194,388 primarily due to wages. Cultural intervention costs, staff expenses, and automobile expenses declined, although not enough to offset increased wage expenses.

Children in care costs remained constant, primarily due to increased remote connectivity expenses to assist students and families. The pandemic significantly impacted this area in the year relative to the budget prepared prior to the pandemic, but as the department adjusted to the new normal, expenditures increased throughout the year and ended on a similar trend as past years.

Resources

Funding increases coincided with direct program costs as the department is funded to actual expenditures. Overall, the surplus generated of \$1,435,519 relates directly to the \$1.533 million received in the current year for Q4-2020 maintenance costs incurred and underfunded in the past year.

The increased expenditures over 2020 was primarily due to Resources' costs and out-of-care maintenance

support of \$1,283,846. Support to other agency maintenance costs transferred \$1.2 million towards Child Protection and Guardianship Program requirements.

Child Protection

Funding increased slightly in the year, and the department ended the year in a surplus of \$311,638.

Wage expenses (similar to other areas of the agency) increased due to additional payments made for staff pandemic pay increases, but children in care costs were reduced by approximately 50% from the impact of the lockdown period, and other program costs were slightly lower due to reduced family support expenditures.

Office and salaries were increased in the period for remote working IT investments, but otherwise remained fairly constant with past years.

Information Technology

In the wake of the COVID-19 pandemic and associated public health measures, VACFSS was challenged with the task of supporting its essential workers remotely and on site. This immediately required VACFSS to replace an outdated Information Technology (IT) system to meet the demands of remote connectivity. A rotation schedule was established where 50% of staff were required to work remotely while 50% remained on site. Further, the existing equipment was not adequate to handle such demands. Considering this unforeseen circumstance, VACFSS embarked on multiple IT projects in the 2020-2021 fiscal year.

Eight new Remote Desktop Servers were commissioned, as the past Remote Desktop Server was not designed to handle this number of users. This upgrade enabled the system to handle the heavier volume of remote work and service requirements. The previous file server was upgraded to the latest Windows 2019 Server and separated with the Domain Name System (DNS) and Dynamic Host Configuration Protocol (DHCP) ser-

vices. The existing Windows 2003 Server had been unsupported for many years, and with the additional improvements, the timing was right to mitigate ongoing connectivity issues. This upgrade enabled a separate Windows 2019 Server to house our DNS and DHCP services, resulting in a fault-tolerant system.

Our file server now is on a new Windows 2019 Server, providing a robust service for the agency. Presently, all our Virtual Machines (VMs) are running on the latest version 6.7, replacing the previous unsupported 5.1 version, as well as Windows 2008 Servers whose support ended in January 2020. The modernization of these VMs has helped us to further integrate newer technologies such as Veeam Backup and Replication, Microsoft Teams, and other current industry standard IT support tools.

As a result of this upgrade, VACFSS has implemented on site and off-site backup and replication with Veeam and has eliminated the legacy tape backups previously employed. This has improved our data loss prevention as well as combating IT security risks such as ransomware and virus risks.

Microsoft Teams (MS Teams) has been implemented throughout VACFSS, increasing security of connectivity with families, VACFSS employees, and other Agency purposes. MS Teams was required by the MCFD to replace the Zoom environment which was deemed not suitable for confidential communication purposes. Zoom is still utilized in some areas where appropriate for non-client related calls for its convenience, but the reliance upon Zoom is declining towards elimination. The implementation of Microsoft Office 365 has created a seamless experience for the users, has helped us collaborate more efficiently, and increased productivity for the employees.

In addition, VACFSS' intranet has been upgraded to the latest version of ThoughtFarmer resulting in a better user experience for the employees, and the previous outdated laptop systems have been replaced with the latest Dell and Lenovo laptops.

VACFSS' IT Department is in a continuous state of improvement and advancement of its workplace technology solutions to improve the services for its employees as well as the families with whom we support.

Going forward, VACFSS' IT Department will be focused on the implementation of the IT infrastructure requirements at the new 2020 Yukon Street Child Protection office and will upgrade the outdated and unsupported desk phone system with the latest Bell Total Connect service in all VACFSS offices.

Summary

Overall, the COVID-19 pandemic and lockdown periods resulted in reductions in direct support costs in the first half of the year. As the year progressed, the agency was able to adjust in the latter half of fiscal 2021, to provide exceed levels of service and expenditure of the past year. The surplus generated is well timed to coincide with the cost of relocating the Child Protection office which will not negatively impact the net assets of the agency. 🙌



The winter solstice is a symbol of renewal, a perfect occasion on which to contemplate how we can strive, day by day, to grow spiritually, serve humanity and protect our physical environment that nurtures and sustains all inhabitants. This was the Society's graphic used for our holiday season cards to our community partners.

AUDITOR'S REPORT

Financial Statements of
VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
And Independent Auditors' Report thereon
Year ended March 31, 2021





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

Opinion

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

- the financial position as at March 31, 2021
- 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, 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, 2021, 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.

Responsibilities of Management 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.



Page 2

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.

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.
- 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.

KPMG LLP

Chartered Professional Accountants

Vancouver, Canada

June 15, 2021

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Financial Position
March 31, 2021, with comparative information for 2020

	2021	2020
Assets		
Current assets:		
Cash and cash equivalents	\$ 5,602,980	\$ 2,568,284
Short term investments (note 2)	1,000,000	1,000,000
Accounts receivable	541,498	114,260
Prepaid expenses	136,655	149,800
	<u>7,281,133</u>	<u>3,832,344</u>
Security deposits paid	96,623	45,301
Long term investments (note 3)	-	1,000,000
Capital assets (note 3)	514,909	303,145
	<u>\$ 7,892,665</u>	<u>\$ 5,180,790</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,212,912	\$ 946,425
Payroll liabilities	592,208	584,798
Deferred contributions (note 4)	-	12,642
Due to Ministry of Children and Family Development (note 5)	-	122,413
	<u>1,805,120</u>	<u>1,666,278</u>
Deferred capital contributions (note 6)	36,596	49,395
	<u>1,841,716</u>	<u>1,715,673</u>
Net assets:		
Invested in capital assets (note 7)	478,313	253,750
Internally restricted - capital acquisition	2,289,940	1,762,641
Unrestricted	3,282,696	1,448,726
	<u>6,050,949</u>	<u>3,465,117</u>
Operating lease commitments (note 8)		
	<u>\$ 7,892,665</u>	<u>\$ 5,180,790</u>

See accompanying notes to financial statements.

Approved on behalf of the Board:

Linda Stiller

Linda Stiller (Jun 16, 2021 12:22 PDT)

RAG

Richard A. Gage (Jun 16, 2021 12:49 PDT)

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Funding revenues:		
Provincial government contributions - Principal funding	\$ 43,972,195	\$ 39,638,105
Deferred contributions:		
Related to capital assets amortization (note 6)	12,799	17,130
	43,984,994	39,655,235
Expenses:		
Direct program costs:		
Automobile expenses	139,365	153,048
Caregiver expenses	526,147	517,783
Child-in-care costs	1,439,783	1,993,739
Client assistance	59,067	45,462
Collaborative practice costs	4,241	12,475
Contract services	506,820	364,088
Cultural support costs	105,838	311,153
Family support expenses	391,874	522,171
Materials residential resources cost	20,930,552	20,221,306
Out of care caregivers	87,699	23,529
Out of care children	7,640	8,972
Out of care maintenance	1,825,786	1,236,753
Program supplies and miscellaneous	125,436	179,347
Salaries and benefits	9,774,332	8,912,048
Telephone and cellular	57,873	44,680
	35,982,453	34,546,554
Service costs:		
Amortization	65,529	66,742
Bank charges and interest	450	375
Contract services	-	1,940
Equipment leasing	14,665	14,665
Equipment purchases	10,884	52,817
Office and general	332,005	197,705
Public relations and community services	7,350	1,371
Rent and repairs	1,498,264	1,468,961
Salaries, labour and benefits	1,486,883	1,284,410
Special events	9,478	8,459
Staff related costs	83,825	92,058
Telephone, fax and cellular	126,607	120,683
	3,635,940	3,310,186

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations (continued)

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Expenses (continued):		
General and administration expenses:		
Annual general meeting	945	500
Amortization	61,984	16,284
Bank charges and interest	5,606	7,066
Board expenses	1,686	38,877
Computer supplies	13,590	14,055
Contract services	21,101	16,784
Equipment leasing	2,588	2,588
Equipment purchases	12,295	15,330
Insurance	21,283	19,593
Office and general	104,342	51,969
Professional dues and membership	31,946	32,880
Professional fees	155,340	79,215
Public relations and community services	14,351	10,251
Rent and repairs	189,279	182,300
Salaries, labour and benefits	2,093,485	1,942,383
Special events	3,950	29,655
Staff related costs	27,497	154,623
Telephone, fax and cellular	35,476	32,661
	2,796,744	2,647,014
Excess (deficiency) of revenue over expenses before undernoted	1,569,857	(848,519)
Other revenues:		
Resource homes revenue	-	67,064
Other income (note 10)	1,015,975	200,877
	1,015,975	267,941
Excess (deficiency) of revenue over expenses	\$ 2,585,832	\$ (580,578)

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Changes in Net Assets

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Net assets, beginning of year	\$3,465,117	\$4,045,695
Excess (deficiency) of revenue over expenses:		
Guardianship of resources (schedule 1)	949,357	197,934
Infrastructure (schedule 2)	(223,912)	(152,037)
Residential resources (schedule 3)	1,435,519	(1,033,004)
Family preservation (schedule 4)	113,230	168,299
Child protection (schedule 5)	311,638	238,230
	2,585,832	(580,578)
Net assets, end of year	\$6,050,949	\$3,465,117

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Cash Flows

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$ 2,585,832	\$ (580,578)
Items not involving cash:		
Amortization	127,513	83,026
Amortization of deferred capital contributions	(12,799)	(17,130)
	2,700,546	(514,682)
Changes in non-cash operating working capital:		
Increase in accounts receivable	(427,238)	(43,898)
Decrease (increase) in prepaid expenses	13,145	(40,102)
Increase (decrease) in accounts payable and accrued liabilities	266,487	(643,736)
Decrease in deferred contributions	(12,642)	-
Increase in payroll liabilities	7,410	130,637
Decrease in due to Ministry of Children & Family Development	(122,413)	(49,334)
Increase in security deposits paid	(51,322)	-
	2,373,973	(1,161,115)
Investing:		
Acquisitions of capital assets	(339,277)	(164,291)
Proceeds from long term investments	1,000,000	-
	660,723	(164,291)
Increase/(Decrease) in cash and cash equivalents	3,034,696	(1,325,406)
Cash and cash equivalents, beginning of year	2,568,284	3,893,690
Cash and cash equivalents, end of year	\$ 5,602,980	\$ 2,568,284

See accompanying notes to financial statements.

Year ended March 31, 2021

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.

Year ended March 31, 2021

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, 2021

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, 2021

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.

2. Short-term and long-term investments:

	2021	2020
Guaranteed Investment Certificates at cost plus accrued interest at rates varying between 2.17% to 2.23% per annum, maturing on November 15, 2021	\$ 1,000,000	\$ 2,000,000
Less: short-term	1,000,000	1,000,000
Long-term	\$ -	\$ 1,000,000

3. Capital assets:

				2021	2020
	Cost		Accumulated amortization	Net book value	Net book value
Office equipment	\$ 348,424	\$	316,145	\$ 32,279	\$ 43,772
Vehicles	129,876		106,132	23,744	16,590
Computer	974,876		564,079	410,797	232,694
Telephone equipment	248,296		243,493	4,803	6,509
Leasehold improvements	149,784		106,498	43,286	3,580
	\$ 1,851,256	\$	1,336,347	\$ 514,909	\$ 303,145

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2021

4. 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.

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.

5. 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.

6. 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:

	2021	2020
Balance, beginning of year	\$ 49,395	\$ 66,525
Amortization of deferred capital contributions	(12,799)	(17,130)
Balance, end of year	\$ 36,596	\$ 49,395

7. Invested in capital assets:

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

	2021	2020
Capital assets	\$ 514,909	\$ 303,145
Amounts financed by:		
Deferred capital contributions	(36,596)	(49,395)
	\$ 478,313	\$ 253,750

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2021

7. Invested in capital assets (continued):

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

	2021	2020
Deficiency of revenue over expenses:		
Amortization of deferred capital contributions	\$ 12,799	\$ 17,130
Amortization of capital assets	(127,513)	(83,026)
	(114,714)	(65,896)
Net change in investment in capital assets:		
Purchase of capital assets with unrestricted funds	339,277	164,291
	\$ 224,563	\$ 98,395

8. 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:

2022	\$ 386,348
2023	376,141
2024	378,109
2025	130,654
2026	25,653
	\$ 1,296,905

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2021

9. Pension plan:

VACFSS and its employees contribute to the Public Service Pension Plan (a jointly trustee pension plan). The Public Service Pension Board of Trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at March 31, 2021, the plan has about 66,822 active members and approximately 50,956 retired members.

The latest actuarial valuation as at March 31, 2020, indicated a funding surplus of \$2,667 million for basic pension benefits. The next valuation will be March 2023.

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 \$930,705 (2020 - \$852,418) for employer contributions to the plan during the year-ended March 31, 2021.

10. Other income:

	2021	2020
Culturally Relevant Urban Wellness ("CRUW") grants	\$ 16,906	\$ 23,182
Developing The Gifts of Children Fund	25,329	-
Donations	4,324	7,358
Interest income	81,399	122,995
Miscellaneous income	151,007	47,342
Memberships	85	-
Pandemic Pay	736,925	-
	\$ 1,015,975	\$ 200,877

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2021

11. Healthcare benefit plan:

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

VACFSS is a member of the Community Social Services Employers' Association that entered into a contractual agreement with the trustees of the HBT as a participating employer to participate in the Community Social Services Group Benefits plan.

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

As at March 31, 2021, there was no exit levy payable that was associated with VACFSS.

12. 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.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2021

12. 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 has been no change to the risk from prior year.

13. 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.

14. 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:

No director or officer received remuneration in current year (2020 - \$7,000)

Employees and contractors:

During the year, the Society paid \$11,453,632 (2020 - \$11,637,063) to the 10 most highly remunerated contractors.

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Guardianship and Resources (R00139809)

Schedule of Revenues and Expenses

Schedule 1

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Revenues:		
Provincial government contributions - Principal funding	\$ 4,660,319	\$ 4,578,542
CRUW grant	16,906	23,182
Other income	676,673	2,673
	5,353,898	4,604,397
Deferred contributions:		
Related to capital assets amortization	6,491	8,791
	5,360,389	4,613,188
Direct program costs:		
Automobile expenses	38,826	79,774
Contract services	90,987	99,795
Cultural intervention costs	96,972	255,131
Program supplies	668	1,038
Salaries and benefits	3,721,834	3,300,859
Staff expenses	6,234	29,365
Telephone and cellular	19,774	14,946
	3,975,295	3,780,908
Child-in-care costs:		
Allowances/dental	22,140	24,193
Client minding costs	24,243	24,392
Client travel	112,073	190,313
Clothing grant	13,090	11,173
Equipment	27,436	19,366
Education/school events	155,995	81,996
Foods and household	113,925	103,780
Integrated services	12,835	133,872
Living with family and friends	20,718	15,036
Medical expenditures	83,097	66,397
Medical/Dental expenses	1,702	-
Others	266,465	251,551
Professional support and services	165,137	143,562
Recognizing milestones	2,459	3,521
	1,021,315	1,069,152
Net funding contribution (deficiency)	\$ 363,779	\$ (236,872)

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
Guardianship and Resources (R00139809) (continued)

Schedule of Revenues and Expenses

Schedule 1

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Services costs:		
Amortization	\$ 25,268	\$ 28,494
Equipment leasing	5,253	5,161
Equipment purchases	2,933	26,852
Office and general	118,583	76,342
Public relations and community services	3,204	1,371
Rent	557,080	502,726
Salaries, labour and benefits	546,225	472,953
Security	614	663
Special events	5,629	817
Staff related costs	25,045	24,298
Telephone fax and cellular	47,227	46,850
	1,337,061	1,186,527
Deficiency of revenues over expenses before transfers	(973,282)	(1,423,499)
Interfund transfers	1,922,639	1,621,333
Excess of revenues over expenses for the year	\$ 949,357	\$ 197,934

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
Infrastructure (R000139810)

Schedule of Revenues and Expenses

Schedule 2

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Revenues:		
Provincial government contributions - Principal funding	\$ 2,492,513	\$ 2,417,945
Other income	145,600	171,902
	2,638,113	2,589,847
Deferred contributions:		
Related to capital assets amortization	3,385	4,488
Net funding contributions	\$ 2,641,498	\$ 2,594,335
General and administrative expenses:		
Annual general meeting	\$ 945	\$ 500
Amortization	61,984	16,284
Bank charges and interest	5,606	7,066
Board expenses	1,685	38,877
Computer support	13,590	14,055
Contract services	21,101	16,784
Equipment leasing	2,587	2,588
Equipment purchases	12,295	15,330
Insurance	21,283	19,593
Office and general	107,739	51,969
Professional dues and memberships	31,946	32,880
Professional fees	155,340	79,215
Public relations and community services	14,352	10,251
Rent and repairs	189,391	182,300
Salaries, labour and benefits	2,093,485	1,942,383
Special events	3,950	29,655
Staff related costs	27,497	154,623
Telephone fax and cellular	35,476	32,661
	2,800,252	2,647,014
Deficiency of revenues over expenses before transfers	(158,754)	(52,679)
Interfund transfers	(65,158)	(99,358)
Deficiency of revenues over expenses for the year	\$ (223,912)	\$ (152,037)

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Residential Resources (R000139808)

Schedule of Revenues and Expenses

Schedule 3

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Revenues:		
Provincial government contributions - Principal funding	\$ 26,098,522	\$ 22,052,892
Resource homes revenue	-	67,064
	26,098,522	22,119,956
Direct program costs:		
Automobile expenses	-	1,058
Contract services	189,086	124,095
Cultural intervention costs	-	537
Out of care maintenance	1,825,786	1,236,753
Program activities and miscellaneous	-	2,789
Program supplies	-	-
Residential resources costs	20,905,970	20,154,057
Salaries and benefits	-	81,494
	22,920,842	21,600,783
Child-in-care cost:		
Integrated services	24,582	183,146
Caregiver costs:		
Caregivers expenses	430,027	422,104
Foster parent appreciation night	11,995	18,332
Foster parent recruitment	13,559	8,571
Kiwassa Housing	70,567	68,776
	526,148	517,783
Net funding contributions excess(deficiency)	\$ 2,626,950	\$ (181,756)

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Residential Resources (R000139808) (continued)

Schedule of Revenues and Expenses

Schedule 3

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Service costs:		
Automobile expenses	\$ -	\$ 638
Contract services	-	19
Equipment leasing	-	92
Equipment purchases	-	158
Office and general	-	420
Public relations and community services	243	-
Rent and repairs	-	3,586
Salaries, labour and benefits	-	26
Special event	-	7,641
Staff related costs	-	1,843
Telephone fax and cellular	-	797
	243	15,220
Excess (deficiency) of revenues over expenses before transfers	2,626,707	(196,976)
Interfund transfers	(1,191,188)	(836,028)
Excess (deficiency) of revenues over expenses for the year	\$ 1,435,519	\$ (1,033,004)

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Family Preservation (R000139806)

Schedule of Revenues and Expenses

Schedule 4

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Revenues:		
Provincial government contributions - Principal funding	\$ 2,922,285	\$ 2,907,350
Other income	47,510	3,120
	2,969,795	2,910,470
Deferred contributions:		
Related to capital assets amortization	185	217
	2,969,980	2,910,687
Direct program costs:		
Automobile expenses	11,740	12,917
Client assistance and travel	52,846	16,089
Contract services	175,795	62,755
Cultural intervention costs	1,616	17,196
Program services	104,385	175,414
Program supplies	20,308	269
Salaries and benefits	1,506,436	1,283,515
Telephone and cellular	9,020	7,344
	1,882,146	1,575,499
Net funding contributions	\$ 1,087,834	\$ 1,355,188
Service costs:		
Amortization	\$ 8,884	\$ 8,933
Bank charges and interest	75	75
Contract services	-	309
Equipment leasing	2,168	2,168
Equipment purchases	7,356	12,839
Office and general	49,088	29,130
Public relations and community services	-	500
Rent and repairs	263,353	239,882
Salaries, labour and benefits	214,413	175,026
Special events	1,550	-
Staff related costs	21,676	19,091
Telephone fax and cellular	23,141	21,511
	591,704	509,464
Excess of revenues over expenses before transfers	496,130	825,724
Interfund transfers	(382,900)	(657,425)
Excess of revenues over expenses for the year	\$ 113,230	\$ 168,299

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Child Protection (R000139811)

Schedule of Revenues and Expenses

Schedule 5

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Revenues:		
Provincial government contributions - Principal funding	\$ 7,798,555	\$ 7,681,376
Other income	129,287	-
	7,927,842	7,681,376
Deferred contributions:		
Related to capital assets amortization	2,738	3,634
	7,930,580	7,685,010
Direct program costs:		
Automobile expenses	88,799	59,300
Contract services	50,952	77,443
Salaries and benefits	4,546,061	4,246,179
Staff expenses	62	8
Telephone and cellular	29,079	22,228
	4,714,953	4,405,158
Child-in-care costs:		
Allowances for inter/out provincial transfers	3,277	2,258
Camp costs	1,750	8,377
Client minding costs	25,050	22,590
Client travel	12,276	39,776
Clothing grant	13,095	16,911
Education/school events	7,427	2,113
Equipment	13,518	4,657
Foods and household	39,099	64,853
Good and services	21,459	16,336
Integrated services	238,901	592,495
Medical/dental expenses	28,570	36,018
Professional support and services	5,256	-
Others	12,857	6,953
Recognizing milestones	2,837	2,953
	425,373	816,290
	5,140,326	5,221,448
Carried forward	2,790,254	2,463,562

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
 Child Protection (R000139811) (continued)

Schedule of Revenues and Expenses Schedule 5

Year ended March 31, 2021, with comparative information for 2020

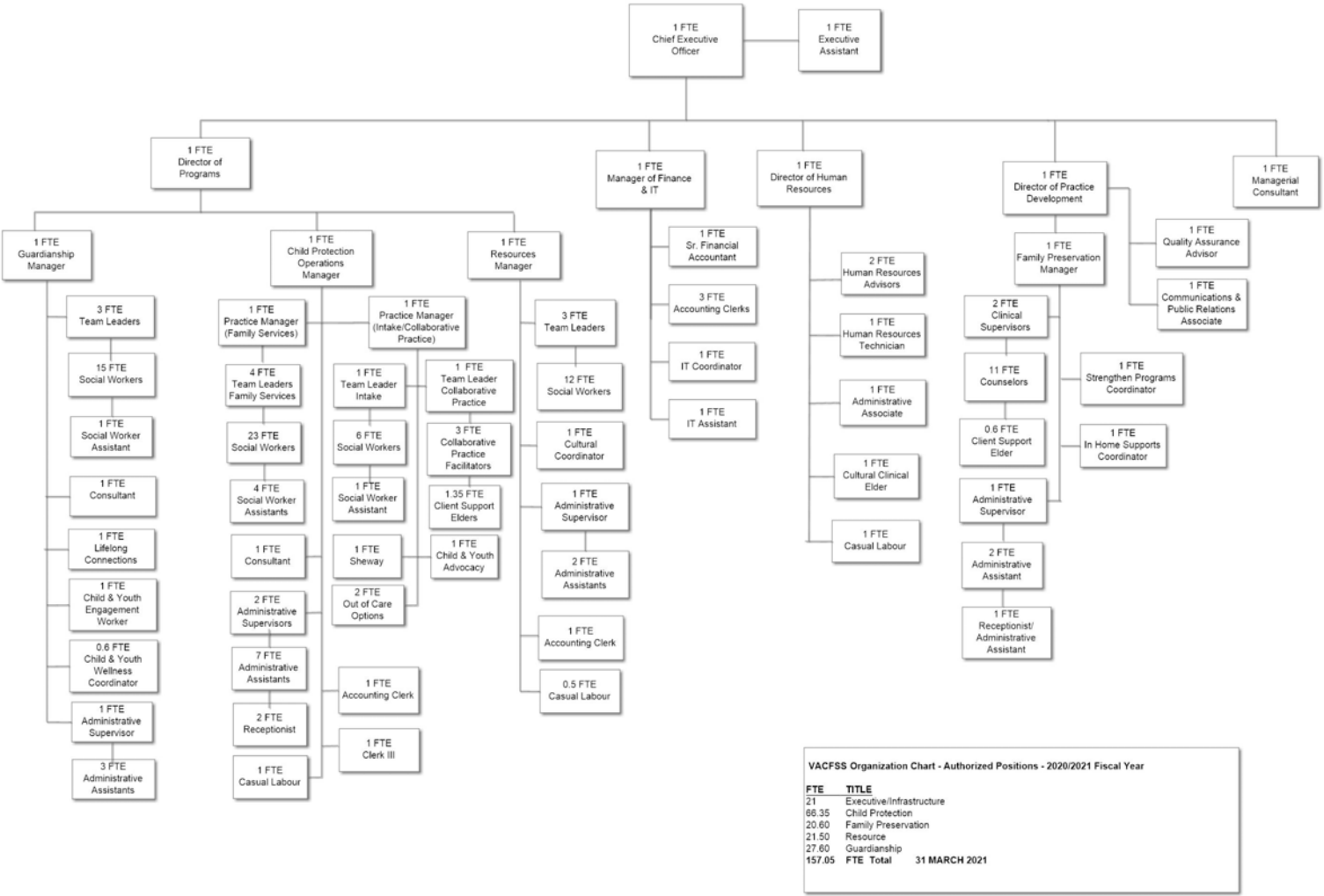
	2021	2020
Brought forward	2,790,254	2,463,562
Other program costs:		
Out-of-care children	7,640	8,972
Out-of-care caregivers	87,699	23,529
Family support expenses	384,968	515,172
Cultural intervention costs	7,250	37,687
Collaborative practice costs	4,241	12,475
	491,798	597,835
Net funding contributions	2,298,456	1,865,727
Services costs:		
Amortization	31,376	29,316
Bank charges and interest	375	300
Contract services	-	1,612
Equipment leasing	7,244	7,244
Equipment purchases	595	12,969
Office and general	163,284	91,314
Rent	677,218	722,105
Salaries, labour and benefits	726,890	636,405
Special events	3,745	-
Staff related costs	36,460	46,189
Telephone fax and cellular	56,239	51,521
	1,703,426	1,598,975
Excess of revenues over expenses before transfers	595,030	266,752
Interfund transfers	(283,392)	(28,522)
Excess of revenues over expenses for the year	\$ 311,638	\$ 238,230



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 Coastal 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
 ▶ Cedar Valley Community Services
 ▶ 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 (Coastal Health)
 ▶ Hollyburn Family Services
- ▶ Indigenous Perspectives Society
 ▶ Indigenous Research Partnerships with the Faculty of Land and Food Systems
 ▶ Indigenous Services Canada
 ▶ Kids Up Front - Vancouver Chapter
 ▶ 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
 ▶ Metro Vancouver Indigenous Services Society
 ▶ Native Courtworkers & Counselling
 ▶ Native Northwest
 ▶ 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
 ▶ The 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



CONTACT INFORMATION

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GUARDIANSHIP & RESOURCES

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Phone: 604-216-6150 Fax: (G.) 604-215-0273

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CHILD PROTECTION & FAMILY SERVICES

(Effective July 26th, 2021)

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DESIGN & LAYOUT:

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