



VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

ANNUAL REPORT 2022



VACFSS ANNUAL REPORT



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Our Children, Our Future, Our Responsibility

JULY 2022

Cover Page:

The two hands represent VACFSS, the family, and First Nations communities working collaboratively to uphold the overarching principles of the *Act respecting First Nations, Inuit and Métis children, youth and families*: Cultural Continuity; Best Interests of Child; and Substantive Equality. The hands come together in circle around the child, nurturing the child.

We would like to acknowledge our esteemed YAC member, Tiana Muskego, for conceptualizing the drawing of our cover page of the child being nurtured inside the tree.

VACFSS acknowledges, with deep respect and gratitude, that our work takes place on the traditional, ancestral, and unceded territories of the *hə́íqə́mííə́n* -speaking Musqueam Peoples, the *Skwxwú7mesh* (Squamish) and *Səlilwətaʔl/Səlilwítlh* (Tsleil-Waututh) Nations. 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.

IN REMEMBRANCE OF COLE H. MCGILLIVARY

This year the agency experienced a profound loss of our dear colleague, Cole H. McGillivary, Director of Programs. Cole, aka Northern Grey Medicine Wolf, was a proud registered member of the Opaskawayak Cree Nation, The Pas Manitoba. Cole graduated from the University of Manitoba with a Bachelor of Arts degree in cultural anthropology; he was fascinated in learning how our global economy can impact people on both a systemic and policy level. Upon completing this degree, he applied to the Faculty of Social Work Graduate Studies Program to specialize in social welfare and Indigenous Peoples. Cole worked in the field of Indigenous child welfare for over 30 years as a social worker, supervisor, manager, policy analyst, and executive director of both non-profit community organizations and a land-based delegated agency. Cole never viewed these positions as “jobs” but more as a journey of learning and pursuing his passion to help strengthen our children, youth, families and communities.

“Everyone has a dream job they hope to get one day, and ever since I first found out about Indigenous self-determination and Indigenous child welfare and reconciliation, I immediately knew, I wanted to be part of a team that worked from a cultural framework to help our children, families and communities to feel a sense of belonging, and to know that they were genuinely cared about by a group of passionate and amazing people who wanted to support their healing journey.”
- Cole H. McGillivary

In 2003, the VACFSS recruited Cole as the Family Preservation and Reunification Manager, and Integrated Services Coordinator. He was the lead for ensuring that the program was implemented seamlessly to replace the Family Support Program. Cole assumed the role of Resources Manager in 2006. He was the agency’s lead when the *Inclusive Foster Care Policy* framework was drafted. He led the Resources Program for a few years before accepting the role of Executive Director at *Xyolhemeylh* Child and Family Services. He also served as the Executive Director of Métis Nation BC prior to his return to VACFSS as Director of Programs. He referred to his return to VACFSS in 2016 in essence as full circle and “coming home.”

Cole collaborated with Ardith Walkem (now a Supreme Court justice of British Columbia) and her associates at Cedar and Sage Law Corporation to provide agency-wide training on the federal legislation, *An Act Respecting First Nations, Inuit and Métis children, Youth and Families*. Cole was influential in initiating and hosting the Moose Hide Campaign at VACFSS to raise awareness and stand in solidarity with our community partners against violence toward women and children. During his career, Cole also developed and initiated workshops to support men recover from effects of intergenerational trauma due to colonization, learn to make positive changes, and assert responsibility for their behaviour. He personally held space for boys and men to learn the meaning of love and respect in relationship, and as valued community members creating safety for others. Cole demonstrated this by living his life within the values of respect, kindness, deep listening, and encouragement.

Cole was very dedicated to Indigenous family well-being and achieved the implementation of many agency initiatives; he was informed by his traditional representation of the Cree interconnected worldview. Cole championed the agency’s Indigenous Core Cultural Competencies and readily shared his passion and knowledge with staff. Cole upheld the origin, the principles, and the need for ongoing awareness for creating safety in our circles as one of the key pathways to healing in our communities.

Cole’s leadership style, wit, humour, generosity, thoughtfulness, and compassion is fondly remembered and greatly missed by all.

All my Relations,
Bernadette Spence, CEO



OUR LOGO

Laurence Wilson, from the Nisga’a Nation, designed the Vancouver Aboriginal Child and Family Services Society logo in 1993. The translation for the logo is “Human and Wolf Child.” As the wolf represents family, this is a perfect symbol for our Agency, which has been established to strengthen Indigenous families. Laurence Wilson was born in 1954 in Nass River, an area located near the North Coast of British Columbia. Laurence has apprenticed under Norman Tait, a highly regarded West Coast artist, for three years and attended the prestigious Native art school, ‘Ksan, from the beginning of 1978 to the end of 1979. He prefers to use such mediums as wood, canvas and hide in order to produce original paintings, drums and two-dimensional carvings. With his extensive background in design and form informed by his culture, Laurence Wilson has become one of the many prominent Native artists in British Columbia.

OUR MISSION, OUR VISION

Our Mission Statement

Provide holistic service delivery that culturally and spiritually strengthens Aboriginal children and families.

Our Vision Statement

A balanced and harmonious Aboriginal community.

Our Policy Statement

An Aboriginal perspective will be acknowledged, respected, and legitimized through policy.

An Aboriginal presence of knowledge and thinking will be reflected throughout VACFSS programs, policies, and practice.

Our Philosophy of Service Delivery

We ensure that the rights, safety, well-being and spirit of Aboriginal children and families are upheld, honoured, and protected. We strive to eliminate oppression, discrimination, and marginalization within our community. We acknowledge and honour the inherent wisdom, capacity and resourcefulness of our community in designing programs and services to care for our own children and families. Accordingly, we are dedicated to planning, developing, and implementing creative and innovative Aboriginal programs and services in collaboration with members of our community and other agencies.

OUR VALUES

Humility

Humility is putting others first by giving up what you think you deserve; Mother Earth for she provides our every need and loves us even when we do not listen to her; a newborn baby coming into this world with nothing but their small presence asking only to be loved and cared for; recognizing what we give in our lives and being thankful for each new day.

Strength-Based Practice

VACFSS incorporates a strength-based approach to service delivery. We believe in empowering people to trust that they have both the capacity and mastery to take responsibility for their own healing. By carrying the teachings of our ancestors and incorporating Aboriginal cultural customs within our social work practice, we can facilitate healing opportunities and share in the successes of Aboriginal children, families and the community that are involved with VACFSS.

Respect

Respect flows freely from the Creator to and through everyone and everything without judgment, from the tiniest child to the oldest Elder. It is the basic law of life that allows feeling and showing honoured for all the creator's creations; all cultures, all ways and all paths to the creator which keeps the circle flowing in a good way.

Integrity

Integrity is doing the right thing even when nobody's watching.

Belonging

Belonging is creating authentic connections that encourages healthy and caring relationships with our children, families and community.

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BOARD OF DIRECTORS

Board of Directors as of the 2021 Annual General Meeting

- 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
- Director**
Andres (Lix) Lopez





MESSAGE FROM THE CHAIR



We are living in an unprecedented, and pivotal time.

In September 2021, the Federal Court of Canada upheld the Canadian Human Rights Tribunal's ruling, ordering compensation for First Nations children and families who have been harmed by Canada's discriminatory practices in the First Nations Child and Family Services Program. While it has long been advocated about the inequity of funding for on-reserve programs, the ruling affirms that First Nations children deserve justice, wherever they may reside.

Although provincially funded, VACFSS children, youth, and families deserve equity. Now that funding and resources are finally being provided for prevention and support for other Indigenous families, we must be steadfast about assured funding for our family support and cultural programs for our urban-based families. Our families stem from the same source of trauma and racist historical policies that have had a multi-generational effect. The ruling affirms our rights, and hopefully resources to truly achieve reconciliation and acknowledge the harms caused by colonialism.

I raise my hands to our dedicated staff as we have been able to implement practice with a philosophy of keeping children with their families, and improved outcomes for our youth. Our practice of involving and recognizing the jurisdiction of First Nations communities for child and family services, preceded the federal *Act respecting First Nations, Inuit and Métis children, youth and families*. Our restorative child welfare approach has served as a model of service delivery to honour and respect the human rights of Indigenous Peoples. I especially acknowledge our staff who are often faced with pressures of ensuring the safety and well-being of the children, while balancing the human rights of families served. The devastating findings of the unmarked graves at former residential schools have been a compelling reminder of the need for children to be protected first and foremost.

I also wish to take this opportunity to welcome our newest board member, Lix Lopez. Lix has been a long-time VACFSS member. Through his work with the World Council of Indigenous Peoples, he has a deep understanding of the reality and problems faced by Indigenous Peoples worldwide. Also, with a background in addictions counselling, and in the field of education of Indigenous Peoples, he brings a wealth of knowledge to our leadership.

In closing, I would like to acknowledge that we have faced incredible adversities this year, including dealing with the pandemic, a toxic drug supply that has affected our families, and the difficulty in escaping the cycle of poverty. Despite the challenges, our staff have ensured a continuity of services for our children, youth, and families. I am proud of the resilience that I have witnessed and remain encouraged, with commitments to the United Nations Declaration on the Rights of Indigenous Peoples, for deep and meaningful systemic change.

The past year of pandemic has been challenging for all of us. I would like to thank the staff for their tireless efforts on behalf of our families, youth, and children to meet their needs and continue to deliver all services.

All My Relations,

Linda Stiller 🙏



MESSAGE FROM THE CEO

Bernadette Spence

I extend my gratitude to our staff, partner agencies, caregivers, children, youth and families, the Youth Advisory Committee and to the advocates across Canada that continue to hold governments accountable for the historical harm done to families through various policies and practices.

VACFSS acknowledges the recommendations for child welfare from the Truth and Reconciliation Commission (TRC), and the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG). We thank our sister agencies across Canada for keeping children and families connected to their communities while supporting them in a healing path. I raise my hands to the VACFSS board of directors who continue to provide the vision, strategic plan, expertise, lived experience, and governance for the agency.

This year we celebrate VACFSS' 30 years of service

to the Indigenous community of Vancouver! VACFSS was incorporated in 1992 to represent and advocate for Indigenous families coming into contact with provincial child welfare authorities. Since 2001, VACFSS has assumed incremental authority under provincial legislation with a focus for supporting families, working with other agencies and First Nations to reconnect children, youth, and families displaced by historical practices, and to develop services that strengthen cultural identity and healing.

VACFSS' commitment to families is reflected in the following: 1) Intake services that are primarily focused on a Family Development Response (FDR) 2) Family service and family preservation teams that engage and support parents on a healing path 3) An inclusive foster care and out-of-care system for children in care to keep children connected to family and community 4) Respite placement resources for vulnerable fami-

lies. 5) Elder-led support groups 6) Implementation of child and youth engagement programs 7) Development of an access service to ensure parents remain connected to their children in care 8) Maintaining partnerships that address housing, mental health, specialized interventions and provide resources and concrete needs for families, children, and youth.

Achieving congruence in service delivery has required VACFSS to interpret provincial policy through VACFSS policy development and service alignment aimed to addresses historical harms. Many of the families are fourth generation child welfare/residential schools involved and have been adversely impacted by colonial policies of displacement and discrimination. The reports from the various managers attached reflect the level of commitment required to keep children connected to families, community, and First Nations. There is much to celebrate, as our outcomes reflect incremental and substantial indicators of positive service outcomes.

The pandemic and the opioid crisis combined created additional adversity for the families served by VACFSS over the last two years. The loss of life from toxic drugs

and COVID-19 this past year was significant, and the work required to reconnect children to extended family is critical. The combined efforts of VACFSS staff, extended family and community have ensured that children, youth, and families are culturally supported through these losses. The practice carried out by social workers, administrative support staff and the leadership is complex, challenging, and is driven and sustained by the hearts and minds of those who have dedicated their lives to helping. My hands go up to the children, youth, families, and their helpers that walk with them in their daily path of healing from colonial practices, racism, and structural inequality.

I conclude my report by thanking all those involved in supporting the agency during the last two years of the pandemic. Collectively, we have demonstrated courage, resilience and commitment to the vision and mandate of VACFSS as defined 30 years ago by the founders. As we regroup from the pandemic, we will continue to meet the Calls to Action, the Calls to Justice and work with First Nations to achieve substantive equality and represent the best interests of children within cultural continuity. 🙏

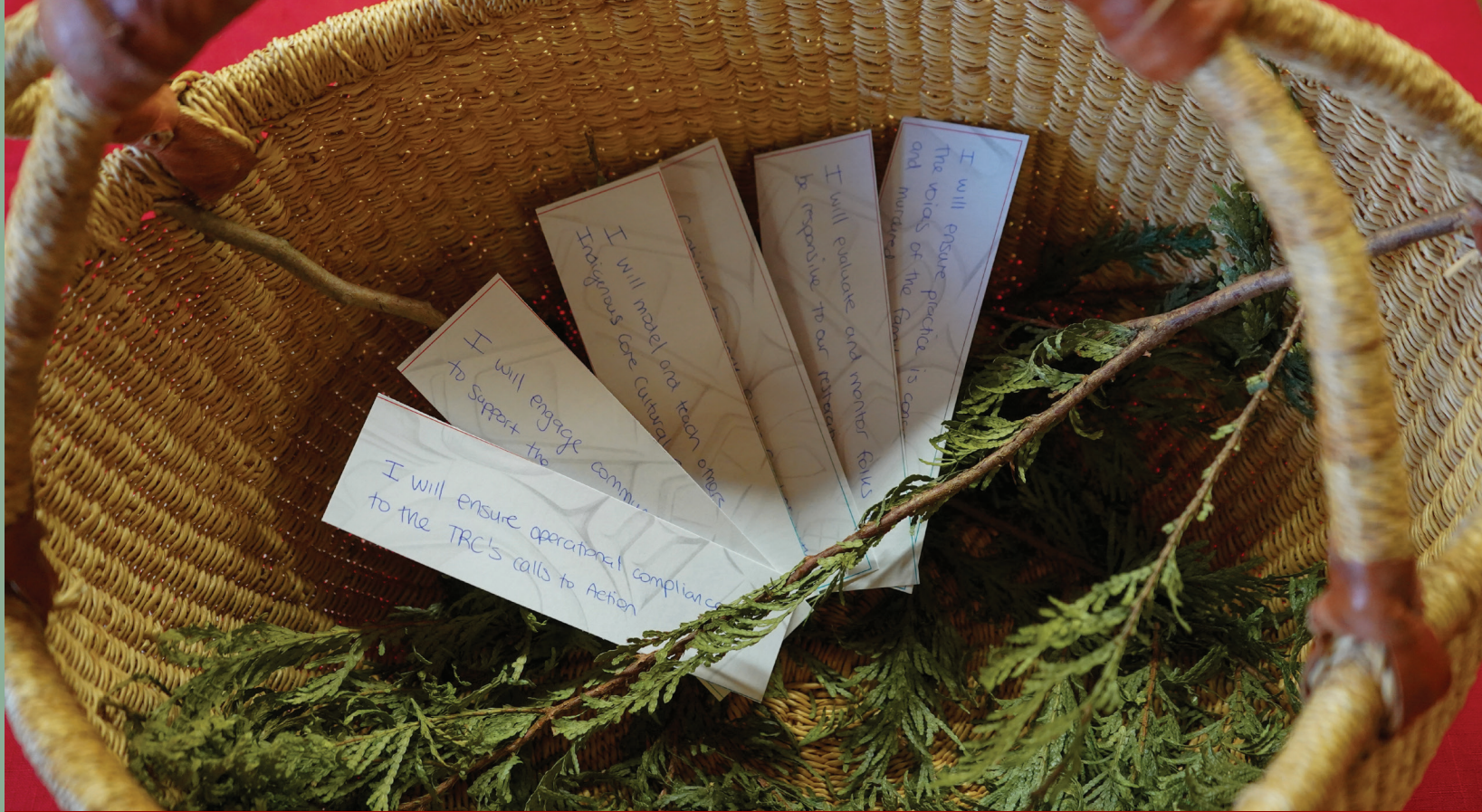
On July 7th, the agency hosted VACFSS' *Collective Declaration of Commitment to Restorative Practice* in response to Tk'emlúps te Secwépemc First Nation's announcement of the discovery of the unmarked burial site and subsequent unmarked graves found at other sites where residential schools operated. These unmarked graves have had deep impact on our collective conscience compelling many of us to do more. The message from the children and families who endured unthinkable harm, requires a deeper commitment from us for how to practice in child welfare. The event hosted was a "continuous statement of commitment," where staff were invited to reflect on their commitment to their practice and declare it. Our individual commitments were collated and shared as a declaration of our collective commitment.



Training

For this reporting period, we provided key training opportunities for staff training to continue enhancing our restorative practice. Training is critical to the development of skilled front line and management staff for achieving outcomes of safety, permanency, and well-being for children, youth and families, and continues to be a priority throughout all programs. Despite the challenges brought by the pandemic, we remain committed to the development and implementation of restorative practices in all delegated programs and prioritizing staff training. Key training areas over the past year are listed below.

There are 6 ICCC identified by VACFSS that define how we can incorporate Indigenous worldviews into the practice and work of its staff, which is an overarching goal of VACFSS. We acknowledge that when we are supporting children, youth and families in a culturally informed way, our services are improved, and our workplace is healthier, more diverse, and stronger. All staff are required to undergo training in the ICCC.



2. An Act respecting First Nations, Inuit and Métis Children, Youth and Families

We collaborated with Ardith Walkem (now a Supreme Court justice of British Columbia) and her associates at Cedar and Sage Law Corporation to provide agency-wide training on the *Act Respecting First Nations, Inuit and Métis children, Youth and Families*. The legislation 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. Federal legislation, and VACFSS policies (*Raising Our Children Together, Inclusive Foster Care, Standing with Families, 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 First Nations, Indigenous Governing Bodies, and providing coordination agreements to ensure the inherent jurisdictional rights of Indige-

nous 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 housing or infrastructure, and/ or parental health and illness. Instead, the best interest of Indigenous children is the paramount consideration in all decision making taking into account culture, belonging, identity and connectedness. Additional training will continue to be delivered requiring that all child-welfare decision makers consider the impact of the residential school experience on children, youth, families and communities.

3. VACFSS' Compliance & Commitment to the Truth and Reconciliation Commission (TRC) of Canada, 5 Calls to Action for Child Welfare

We continue to address the overrepresentation of Indigenous children in child welfare intervention through policies and practices to prioritize children being connected to their culture, families, and communi-

ties. Essential to this is ensuring social workers have adequate training to provide culturally appropriate trauma-informed interventions that address poverty, substance use disorder, housing, and intergenerational effects of residential school through prevention based services instead of neglect investigations.

VACFSS has reviewed compliance and reaffirmed commitment to the TRC 5 Calls to Action for Child Welfare and noted recommendations and questions for future practice. We are fully aware that these reports must direct our work at all times. Further, our primary aim is our intention to create healing opportunities for families, keeping children connected to their families, cultural identities, cultural Teachings, and protocols.

Foremost, we are committed to reducing the number of Indigenous children coming into care and motivated to returning children back to their families, First Nations, and communities. Given the pandemic, we remained committed to ensure the services provided were guided by our commitment to the agency's values of humility, integrity, respect, belonging and strength-based practice. Consistent with the TRC's Calls to Action, we will continue to ensure a concerted effort towards reducing the number of children in care while at the same time, focus on improving outcomes for vulnerable children, youth, and their families. We continue to provide concrete needs and support services, including adequate resources to keep families together where it is safe to do so, and increase use of alternatives to care and culturally appropriate interventions.

We have also prioritized better understanding of neglect investigations and the interventions required for addressing the safety for children, including the use of court and the legal mechanisms, as neglect continues to be the largest category of maltreatment for families involved with the Child Protection Program. We anticipate that our Strengthening Families and Strengthening Fathers Programs and culturally focused work in our Family Preservation and Reunification Program will be fully restored for the next reporting period as we navigate out of the pandemic.

4. Calls for Justice from the Report on the Missing and Murdered Indigenous Women & Girls National Inquiry

We saw training provided to staff from Ret. Hon. Judge Marion Buller who served as the Chief Commissioner for the National Inquiry into the Missing and Murdered Indigenous Women and Girls (MMIWG). A member of the Mistawasis First Nation, she was the first Indigenous woman to be appointed to the Provincial Court of British Columbia in 1994, and presided in courts throughout B.C. She established the First Nations Courts of British Columbia in 2006 and provided the foundation for the Aboriginal Family Healing Court in 2016.

Ret. Hon. Judge Buller served as President of the Indigenous Bar Association and served as Director of the B.C. Law Court Society, B.C. Law Foundation, B.C. Police Commission, and the B.C. Mediators Roster. She has lectured and written numerous articles and papers about Indigenous law, criminal law, family law and human rights. We are very honoured to enhance training opportunities for our staff with Ret. Hon. Judge Buller in response to the MMWIG Calls for Justice.

Rotational Case Practice Audit

During this reporting period, VACFSS underwent our rotational case practice audit by the Ministry for Children and Family Development of our Resources, Guardianship and Child Protection Programs. The audit confirmed our high level of achievement and compliance to the *Child, Family and Community Service Act*, *Aboriginal Operational and Practice Standards and Indicators (AOPSI)*, and *Chapter 3: Child Protection Response Policy*. The ministry audit program measures compliance of practice with key standards, policy, and legislation to support the provision of consistently high-quality services to children, youth and families. The audit methodologies and tools are designed to identify practice strengths and areas requiring improvement, inform the development of training and supervision models, and support individual and organizational learning.

Case practice audits are conducted by practice an-



The Act respecting First Nations, Inuit and Métis children, youth and families affirms and recognizes Indigenous communities' jurisdiction over child and family services. Although VACFSS' policies already required we work with First Nations in decision-making relating to their member children, we have been jointly working with communities to develop protocol agreements that re-establish our working relationship under this new authority. Lake Babine First Nation is one of several declared Indigenous Governing Bodies in BC. In July 2021, VACFSS met with Lake Babine Nation and their delegates to re-establish our working relationship. This was one of the few in-person meetings VACFSS held that year and it felt good to be practicing relational engagement in its traditional form again!

alysts in the Quality Assurance Branch of the Provincial Director of Child Welfare and Aboriginal Services Division, on a three-year cycle, in accordance with standardized methodologies, procedures and tools as part of a rigorous audit process that saw high compliance across all of our program areas.

In closing, we have been working during the unique circumstances of a public health emergency since the official declaration of the pandemic in March of 2020, and over the past year we continued to overcome many challenges. While it has been a prolonged experience, it was always regarded as temporary, and it appears we may finally be nearing the last phase of the pandemic. Along our journey, 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, and training in restorative child welfare practice that results in measurable positive change. 🙏

The winter solstice provides opportunity to deeply reflect on our interdependence as humans, the living beings we share the planet with, the forces that shape the seasons and the patterns of light on Mother Earth. We invite you to reflect upon this quote by Richard Wagamese: "All my relations, means all. When you say those words you mean every thing that you are kin to. Not just those people who look like you, talk like you, act like you, sing, dance, celebrate, worship or pray like you. Everyone. You also mean every thing that relies on air, water, sunlight and the power of the Earth and the universe itself for sustenance and perpetuation. It is recognition of the fact that we are all one body moving through time and space together. To say these words is to offer a door way to that understanding to those who hear you. It's to proclaim in one sentence that this experience of living is a process of coming together and that it was always meant to be."

PROGRAMS HIGHLIGHTS



CASE PRACTICE AUDIT

VACFSS underwent a rotational case practice audit by the Ministry of Children and Family Development. The audit confirmed our high level of achievement and compliance to the *Child, Family and Community Service Act*, *Aboriginal Operational and Practice Standards and Indicators (AOPSI)*, and *Chapter 3: Child Protection Response Policy*.



TRAINING

Ret. Hon. Judge Marion Buller presented on the discoveries of the findings from the MMIWG National Inquiry as well as best practices for employees implicated in child welfare. Training was also provided to all staff on the 6 Indigenous Core Cultural Competencies as formal recognition of Indigenous cultural ways of knowing and being and integrated into all our programs, policies, and practice. When we are supporting children, youth, and families in a culturally informed way, our services are strengthened.



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.



Human Resources Manager

Jeremy Bara

Overview

The mandate of the Human Resources (HR) Department is to develop and administer programs in the areas of recruitment, selection, training, staff development, performance management, labour relations, compensation management, records management, information management, occupational safety and health, wellness, benefits administration, HR policies and procedures, and Indigenous Core Cultural Competencies.

Staffing

Staffing included 139 regular employees, 24 casual employees and one seconded employee for a total of 164 employees. Of team leaders/supervisors, 57% and 55% of managers were of Indigenous ancestry. In addition, 53% of VACFSS employees were of Indigenous ancestry to reflect the demographics of persons with whom we support.

Recruitment was active in that there were 460 applications to VACFSS resulting in 24 new regular employees hired. Eleven or 46% percent of new hires were of Indigenous ancestry. There were also 19 internal selections.

The turnover rate was 22.27% as compared to 10.4% for the 2020/2021 fiscal year. The five-year average turnover rate is 17.79%. The ten-year average turnover rate for VACFSS is 14.50%.

Vacancies

As of March 31, 2022, there were 23 vacancies in authorized positions for an agency vacancy rate of 14.00%. The five-year average vacancy rate for authorized positions was 10.04%.

Education and Training

HR sponsored training was limited in the fiscal year

due to the restrictions of in person group training size and in office rotational schedules. This was also impacted by VACFSS' focus on updating infrastructure to support e-learning options through Zoom and Microsoft (MS) Teams which is now fully implemented providing increased capacity in these areas.

Delegation training remained a priority for new hires where 11 social workers attended Indigenous Perspectives Society delegation training. There were two new employee orientation sessions in which 26 new employees attended. Privacy training was required for 22 new hires. Indigenous Core Cultural Competencies training was held November 1 to November 5, 2021, which was well attended by 85 employees over five days.

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.

VACFSS offered a presentation on the National Inquiry into Missing and Murdered Indigenous Women and Girls, which was presented by the Hon. Ret. Judge Marion Buller, Chief Commissioner of the inquiry. The presentation was an introduction and covered some of the discoveries of the report as well as best practices for employees related to the child welfare system.

We look forward to offering a full spectrum of trainings in all areas in the 2022/2023 fiscal year through in-person and e-learning options.

Labour Relations

HR continued to work collaboratively with BC General Employees' Union and addressed concerns of the bargaining unit staff. Labour Management Committee meetings were held over the fiscal year but were reduced due to COVID-19 as well as the start of bargaining towards the end of the fiscal year. Some labour issues were resolved without going to the grievance

Break the Bias. This year's International Women's Day was all about how we can break the bias and dismantle barriers in all sectors to achieve equity, diversity and inclusion. Discussions included how women are paving the way for themselves and shifting the narrative on what it means to be a leader.



process. Five grievances were filed in the 2021/2022 fiscal year where three remain in progress. VACFSS finalized the Local Issues Agreements which will be implemented when the new Collective Agreement is ratified.

Occupational Safety and Health (OSH)

VACFSS' OSH Program covers three operational sites and expanded to included employee work from home options in response to COVID-19. The infrastructure at all three locations is continually being introduced including joint occupational safety and health committee members, emergency personnel, first aid attendants and ergonomic assessors.

During the 2021/2022 fiscal year, VACFSS had a total of 15 workplace incidents reported to WorkSafeBC involving employees. Nine of the incidents reported were outside of WorkSafeBC's jurisdiction, were suspended, or didn't result in any further claim for healthcare or time loss. Four incidents were accepted where healthcare benefits were offered. Two of the incidents were

accepted and resulted in time loss and healthcare benefits being offered to the employee. Time loss was minimal in both claims.

The pandemic required ongoing strategic planning and risk mitigation due to the high risk of health, safety, and wellbeing implications of both persons with whom we support and employees. In response to the ongoing provincial state of emergency, the agency:

- Provided communication/information to employees regarding COVID-19.
- Implemented an interim COVID-19 vaccination requirement policy.
- Offered temporary rotational work options for most employees.
- Maintained an employee handbook for COVID-19 safety for all employees.
- Used hierarchy of controls and best practices to reduce transmission in office.
- Worked with community partners to reduce transmission and exposure.

- Ensured VACFSS employees were offered vaccines and booster shots.

Resources will be required to address COVID-19 in the following fiscal year to maintain health and safety of VACFSS employees and persons with whom we support as well to address delays in training.

Wellness: Living a Healthy Aboriginal Lifestyle (LAHAL)

Offerings under the LAHAL Program were limited due to the pandemic. As a result of BC's ongoing state of emergency and Public Health Orders limiting in office employees, non-essential face-to-face interactions and meetings, HR postponed the following activities: massage for stress reduction, in-person noon hour yoga, sewing for wellness, and participation in the Vancouver Sun Run.

VACFSS continued some of the offerings under this program and introduced some alternatives to address some stress and anxiety of employees given the pandemic:

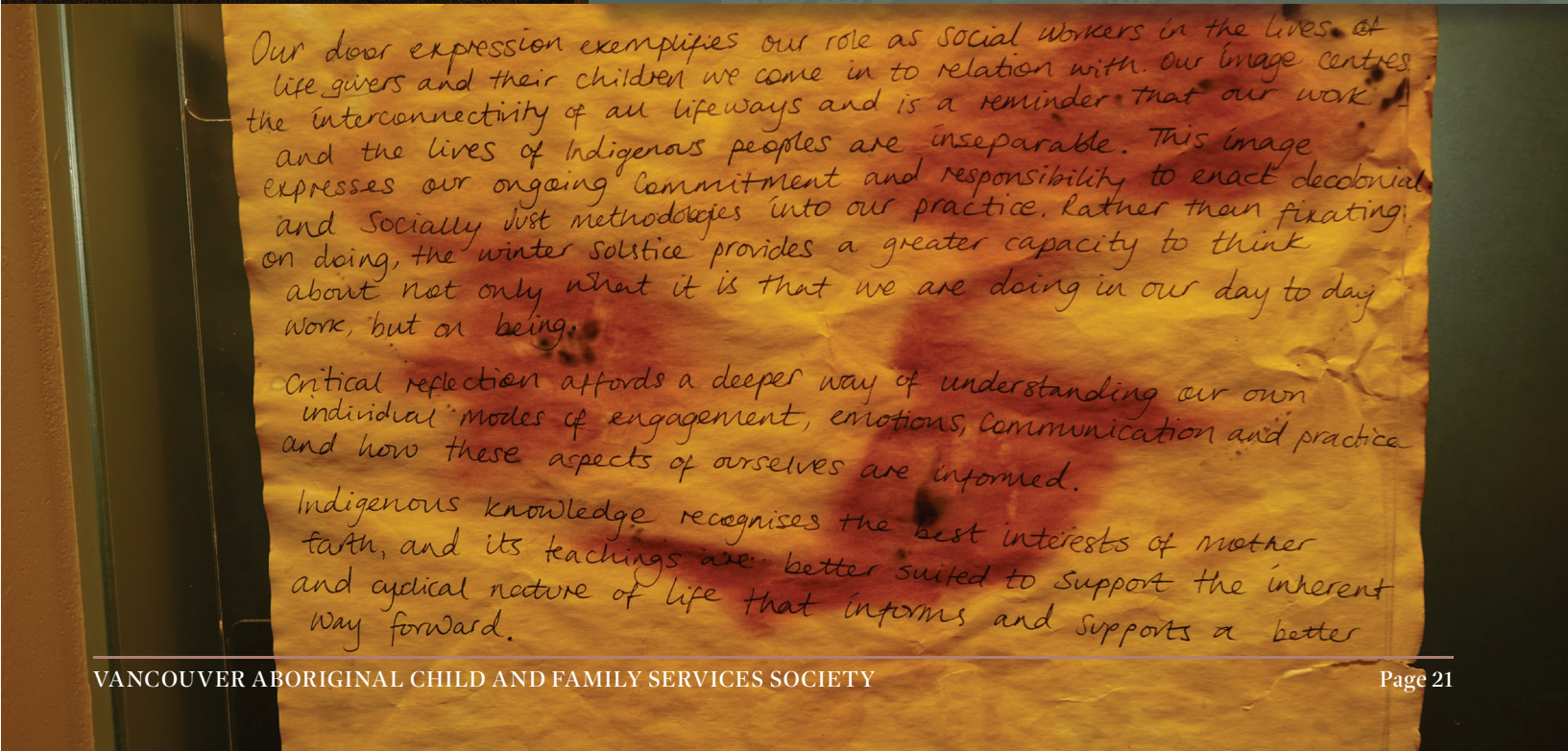
- The Cultural Clinical Counsellor Elder continued to have a very important role in the wellness, healing, and VACFSS' cultural program. The Elder provided a total of 173 one-to-one counselling sessions and 9 Critical Incident Stress Management (CISM) Circles. She attended 19 other events where grounding and support were provided to employees. The Elder also continued to provide support to employees in developing and maintaining coping strategies for COVID-19.
- The CISM Team continued to provide peer support to employees who experienced critical incidents.
- In-person noon hour yoga was shifted to a virtual option which was offered on Tuesdays and Thursdays.
- A 6-part wellness series focused on nutrition was offered. These simple, fun, and nutritious tips were hosted over a private Zoom meeting that focused on body, mind and acknowledged participants' personal mental, physical, spiritual, and emotional health.

- A team building event to acknowledge the winter solstice was coordinated and well participated where teams were invited to wrap a door with winter solstice as the theme. This provided opportunity for reflection and learning, as well as team building.

Dependent on the pandemic restrictions and safety for employees, we look forward to exploring both e-wellness and in-person wellness options in 2022/2023. 🙌



The agency acknowledged the 2021 winter solstice by holding an agency-wide door wrapping challenge. For Indigenous Peoples, the winter solstice is a time to honour another cycle in their relationship to the land that includes passing of knowledge down to successive generations through oral traditions and sharing of oral histories and ceremonial practices. The winter solstice is an opportunity to revive the Teachings, ceremonies, and cultural practices that were forcibly taken away through colonization.





CHILD PROTECTION

Donald Robertshaw

Overview

Child Protection (CP) has the responsibility and privilege for providing child safety and family support services to Indigenous children, youth, and families who reside in the City of Vancouver. VACFSS' restorative child welfare practice guided by *Keeping our Children Safe Policy* grounds our work with the children youth and families we support. CP utilizes an innovative approach to engage with families, extended family, and community to uphold belonging for children.

CP social workers receive their mandate to carry out duties under the legislative authority of the *Child, Family and Community Services Act* (CFCSA) and with the endorsement of the Indigenous community to ensure that Indigenous children are protected, and families are supported. In situations where children are determined to be at risk and require support, staff prioritize least intrusive measures and alternatives to care to keep children safe. This includes respite services, kinship care, out-of-care options (OOCO), and transfer of custody. Where children are required to temporarily be cared for outside of their home, the VACFSS Access Policy ensures that children remain connected with their parents, family members, and those they have a significant relationship to.

The overall goal of the CP Program is to support families and facilitate pathways to healing, identifying goals, and creating a plan to keep the family united. These pathways begin with the process of relational family engagement, collaborative practice, Elder support, Family Preservation and Reunification counselors and gathering the families' circle of support.

Opioid Crisis

The opioid epidemic continues to be a significant challenge for our families as we have seen an increase in overdose incidents in Vancouver, particularly in the Downtown Eastside. The increase in fentanyl and toxic

drug supply has created a public health emergency in the Province of BC. The number of persons who have died from an illicit drug toxicity in BC has increased from 1,782 (2020) to 2,224 (2021).

During this period, the CP Program has unfortunately had 20 clients pass away, and of those, 15 were related directly to an apparent overdose of illicit drugs. This has resulted in increased trauma, grief, and loss for those impacted, including family members, the community, staff, and professionals alike. Although the overall number of children coming into care continues to decline on an annual basis, we have seen an increase in the number of children come into care due to the accidental overdose death of a parent. For families who experienced these tragic losses, we provided them with concrete needs support, support with funeral costs, family planning and support services, cultural interventions, emotional and therapeutic supports, gatherings, ceremonies, Elder support, and support with caring for surviving children and their siblings.

Staff Development

The primary priorities identified for this reporting period were to continue providing restorative child welfare clinical support for families, restorative supervision for staff, and expediting the delegation process for new staff. Continued effort to achieve this was focused on a three-pronged approach. The first involved restructuring the CP Program; the second was training on the restorative supervision model; and the third focused on recommendations of the external case practice audit, and supported staff with documentation and maintaining case records in adherence to practice standards, policy, and legislative requirements.

Restorative supervision has been well received by staff as there is a greater focus on staff wellness and their ability to support the families they are working with.

VACFSS annually attends the *Women's Memorial March* to honour and remember the women no longer with us due to violence, abuse, poverty, and systemic racism. The event is organized by women because women, especially Indigenous women, face physical, mental, emotional, and spiritual violence daily. Out of this sense of hopelessness and anger came an annual march on Valentine's Day to express compassion, community, and caring for all women in Vancouver's Downtown Eastside. Every February 14th, the march is held at Hastings and Main St. where family members speak in remembrance.





Team leaders have worked to provide consistent restorative supervision demonstrating a commitment to supporting clinical practice and personal development in restorative child welfare.

The external case practice audit was completed by the Ministry of Children and Family Development (MCFD), Office of the Provincial Director of Child Welfare and Aboriginal Services in December 2021. The CP case practice audit findings for child and youth in temporary care, child safety, and family support policies have improved since the last external case practice audit completed in 2016. All the audit recommendations and action items have been completed.

Requests For Service and Reports Received

CP Program's yearly activity reports derive from two main sources: reports received and ongoing case file management. New families are primarily assessed by the Intake Team and reports received on families that CP is already involved with are assessed predominantly by the Family Service Teams.

Reports for support services are coded as "Service Re-

quests" (SR), while reports of suspected maltreatment of children are coded as "Incidents" requiring a Family Development Response (FDR) or an Investigation (INV).

Often neglect occurs due to lack of supervision or care by an appropriate adult, failure to provide adequate health care, medical, emotional, and safety needs for children, including circumstances where children are exposed to traumatic situations such as family violence, (including inter-partner violence), and parental substance use. CP strives to mitigate the risk factors for neglect related to poverty and socio-economic conditions and financial reasons, such as housing and parental health. This is consistent with the *Act Respecting First Nations, Inuit and Métis Children, Youth and Families*, in the context of providing child and family services, socio-economic conditions, including poverty, lack of adequate housing or infrastructure, or the state of health of the child's parent or care provider, must be taken into consideration. This is done by providing families with support and funding for concrete supports such as support referrals to housing authorities, support families in receiving fam-

ily preservation and reunification services, assistance in obtaining mental health and special needs services, providing referrals to community partners such as Warriors Against Violence, Aboriginal Infant Development, and various other programming to support the well-being of the family, providing for furniture, clothing, food, and other basic needs that families living below the poverty line are challenged with, including affordable housing.

Out-Of-Care Options (OOCO)

One of the key initiatives of the CP Program is the use of least disruptive measures and using OOCO or kinship options as a way to support parents by placing their children with extended family or members of the community. This provision is an alternative to foster care and includes the Extended Family Plan (s.8 Agreements), Temporary Transfer of Custody under s.35(2)(d) and s.41(1)(b), and Permanent Transfer of Custody under s.54.01 of the *CFCSA*.

Supporting kinship caregivers in their efforts to address the needs of children provides an opportunity to

improve the lives of many children who have already experienced trauma and are at risk for entering the foster care system. The OOCO social worker engages in restorative practice by assessing relatives, extended family, and members of the community to care for children when their parents are temporarily unable to provide safe care. Temporary court ordered options and agreements are available for a maximum of two years depending on the age of the child. If the parents are not able to resume care when the time frame expires, the use of s.54.01 allows for the permanent transfer of custody of their 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 for the child to be in care.

For the current reporting period, there were 142 children receiving services under the OOCO Program. Of the 142 children, 49 (34%) are placed under the provision of Kith and Kin or Extended Family Program (previously known as Child in Home of Relative Program), 24 (17%) are placed under court ordered OOCO, and 69 (49%) are placed under section 54.01. Of these 142 chil-

dren, 36 (26%) are age 0-5, 70 (49%) are age 6-12, 36 (25%) are age 13-19.

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 to achieve best outcomes for children. At present, there are 97 homes located throughout the province where children are being cared for through a formal arrangement by their extended family or community members. Due to the geographical distance of these homes from Vancouver, support is sought through joint case management with other Delegated Aboriginal Agencies and/or MCFD.

Children In Care

As of March 31, 2022, there were 93 children in temporary care, 19 Voluntary Care Agreements, 0 Special Needs Agreements. During this reporting period, 54 children were removed which is a significant decrease from previous years. Most of the circumstances leading to removal were due to immediate safety and significant risk to a child’s safety and wellbeing due to parental substance use and intimate partner violence.

A continuum of least intrusive interventions utilized least disruptive measures, including engagement identifying the concerns with the parent(s) regarding the child safety issues and parental remedies; writ-

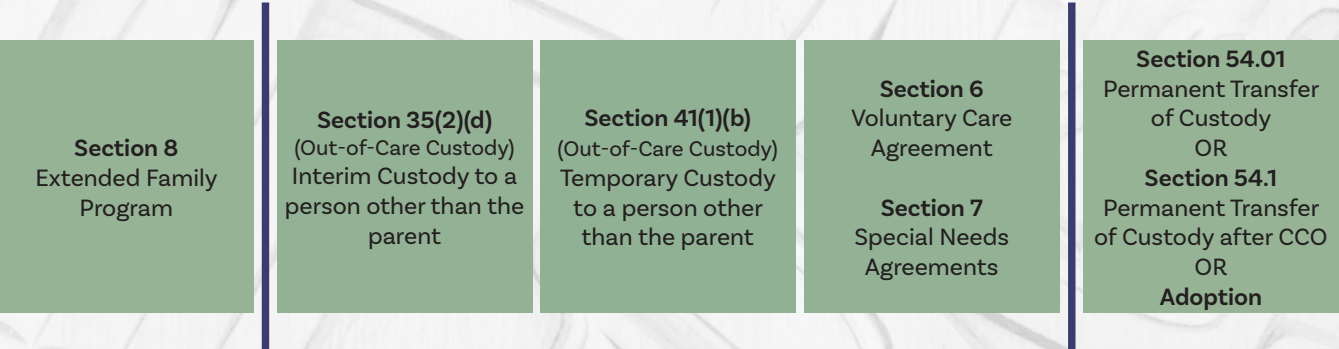
ten safety plans addressing the concerns and signed by the parent(s) where children remain in the family home; court ordered supervision orders where children remain in the family home; written safety plans where child(ren) were placed with family or friends while the parent(s) are addressing the immediate child safety issues; OOCO 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 a large volume of referrals for facilitated family meetings. During this reporting, there were 24 Family Group Conferences, 2 Integrated Case Management, 71 Family Case Planning Conferences, and 44 mediations facilitated predominantly by Indigenous mediators.

Elder knowledge and guidance are vital to our restorative practice approach as strengthening Indigenous identity and reclaiming cultural practices to parenting are fundamental to healing. Traditional Teachings and culture instill a sense of belonging and provide connection for people who have been disenfranchised through colonization. Reclaiming language, ways of being, traditional knowledge, and guidance through Elders’ wis-

Continuum of Least Intrusive Intervention



	2013	2014	2015	2016	2017	2018	2019	2020	2021
Children in Care	141	116	131	130	138	165	141	117	93
Removals	98	94	114	87	87	89	68	56	54

dom provides a strong pathway for reconnecting to one’s intrinsic sense of self-worth. The CP Program has been accessing family Elder support services from the Vancouver community, the families’ own communities, and from the Vancouver Aboriginal Friendship Centre Society.

Ceremony is extremely important in working with our families, and the CP Program is looking forward to the lifting of COVID-19 prevention measures to allow larger in person gatherings. Ceremonies include Honouring our Sacred Bundles Ceremony which is a significant event that brings together infants in care with their parents, family members, caregivers, and helpers (including social workers), and the Homecoming Ceremony where parents are honoured for their perseverance, continuing their healing journey, and completing the required steps to have their children return home.

We give thanks to all the individuals, community organizations and partners that have collaborated on the various initiatives of the CP Program. We raise our hands to the children, youth and families that we are honoured to work with, for their courage, perseverance, and spirit. At the core of the VACFSS values is the belief of the child as a sacred bundle, and a gift from the Creator. The recognition of the sacredness of childhood, the strength of culture, and the role of family, extended family, and community in preserving this sacred gift are at the center of our work. 🙏



FAMILY PRESERVATION & REUNIFICATION SERVICES

Doris Peters

Overview

The Family Preservation and Reunification Program’s primary focus is culturally grounded in restorative outcomes building on the premise that children, youth and families should be loved, safe, secure, with a strong sense of belonging and identity. As a result, our programming, services, policies, and initiatives are designed to ensure that children, youth and families we support are afforded every opportunity to reach their fullest potential. It is with deep gratitude and honour that I report on the programs and services provided over the past year through the challenges of the pandemic.

What is Family Preservation & Reunification?

This is a question that we often hear as our roles within the program are fluid, complex, and varied based on the needs of the family. The Family Preservation and Reunification Program is a community-based outreach service that provides short and long-term intensive intervention to families experiencing significant challenges, who are at risk of family or placement breakdown, or who are engaged in reunification and rescindment planning. Family Preservation Counselors (FPCs) primarily provide outreach support services to families within the family home and in the community.

Our highly skilled FPCs work in partnership with parents, and/or caregivers and social workers, to provide goal-oriented home-based services to prevent out-of-home placements and reduce identified child safety risks within families. These services can include assessment and in-home supports service planning to address needs and ensure the safety of the children.

The trauma informed services that we provide are culturally grounded and based on a continuum which considers the family’s unique circumstances at the time of referral. At times, families require more inten-

sive supports in specific areas because of their circumstances. The FPCs assess the level of intervention that is needed by the family to meet their needs. Colonization, including the residential school system, Sixties Scoop, intergenerational trauma, and the forced assimilation of Indigenous Peoples continues to have a profound impact on our families who are involved in the child welfare system.

Common areas of concerns that FPCs address include:

- Parent/child conflict
- Children with special needs
- Parent-child separation
- Relationship difficulties/breakdown
- Concrete needs
- Stress/stress management
- Physical and/or mental illness
- Trauma
- Life crisis
- Single-parenting issues
- Grief and loss
- Family violence
- Family court involvement
- Substance use disorder
- Difficulty accessing resources and housing

Our Team

We are fortunate regarding staffing within our program as we continued to experience minimal staffing shifts through the last year.

Our team is comprised of 20 staff which include:

- 1 Program Manager
- 2 Clinical Supervisors
- 10 Family Preservation Counsellors
- 1 Child and Youth Therapist
- 1 Strengthening Families Coordinator
- 1 In-Home Supports Coordinator



VACFSS observed the inaugural day of Truth and Reconciliation in Canada on September 30, 2021. VACFSS has worked diligently to identify and implement sections in the CFCSA that are intended to be restorative. VACFSS has gone a step further and implemented its own policies to ensure that children and youth remain connected to family, community, and culture while in care. The agency is well positioned to meet the TRC Calls to Action in Child Welfare and has moved beyond to report on outcomes through a multiyear reporting process led by each program.

- 1 Part-time Client Support Elder
- 1 Supervisor of Administrative Support
- 2 Administrative Support Staff

Our Practice

We take pride in our practice as we support, guide, and walk alongside families at their most challenging times in their lives. Through strength-based and trauma informed practice we develop and build rapport and relationship with families. It is this foundation of trust that families allow us into their homes and lives.

Referrals

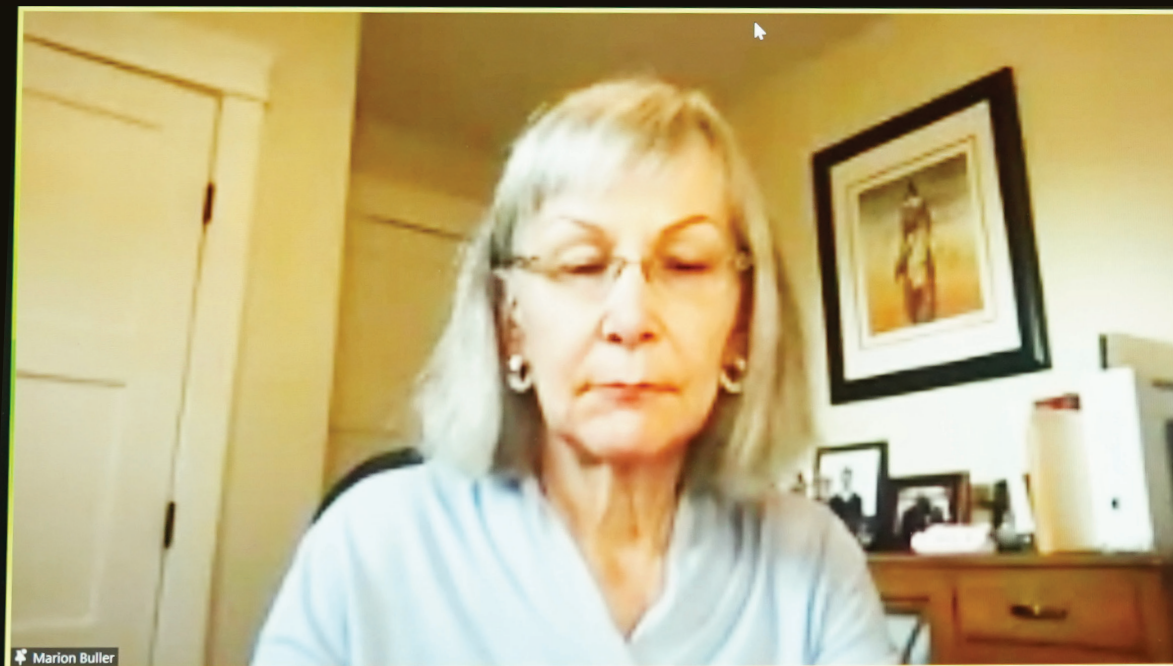
The number of referrals remain consistent from year to year, however, this year we ensured that all FPCs have a minimum of 10 families assigned. In the next fiscal year, we will continue to focus on caseload management and direct service hours when assigning new families. In addition, we are beginning to monitor the length of service in collaboration with the Child Protection Program. Over the next year, we forecast that the number of families we support will increase. The opioid crisis

and the pandemic have created challenges and hardships which will be felt for years. Our strong partnerships in the community and collaboration with partner agencies in Vancouver will continue to assist in transitioning families who require ongoing support to another community program as a least intrusive measure.

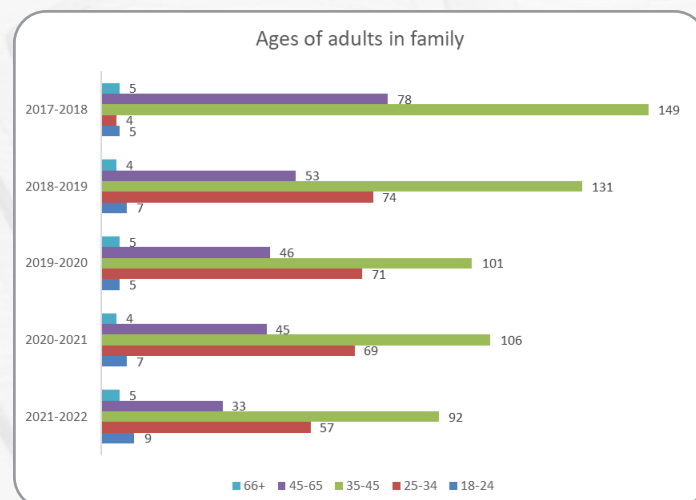
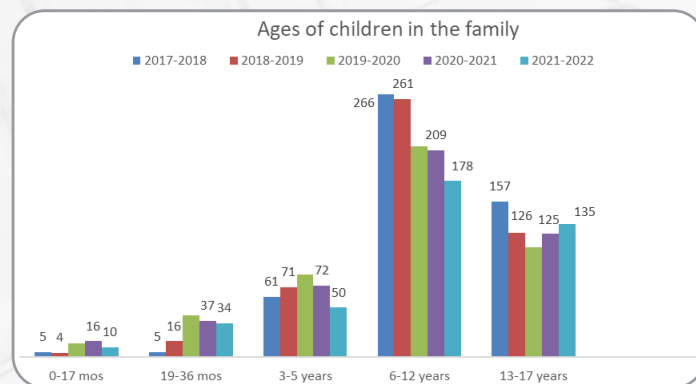


Demographics

We collect demographic data on the children, youth and families we support so that we can identify any opportunities to change the trajectories of their lives and improve outcomes. By identifying specific age groups, we can tailor programming and services to meet the needs of our specific demographic population.



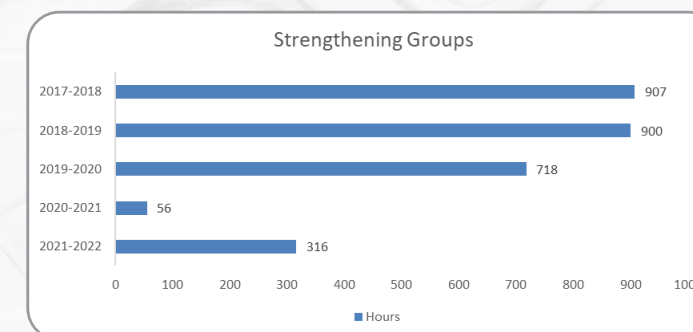
We welcomed Ret. Hon. Judge Marion Buller, Chief Commissioner of the National Inquiry of Missing and Murdered Indigenous Women and Girls to discuss the Calls for Justice for those implicated in child welfare. We engaged in meaningful and thought provoking discussions during our session. This was the highest attended training with over 80 staff participating, including board of director, Richard George.



Strengthening Groups

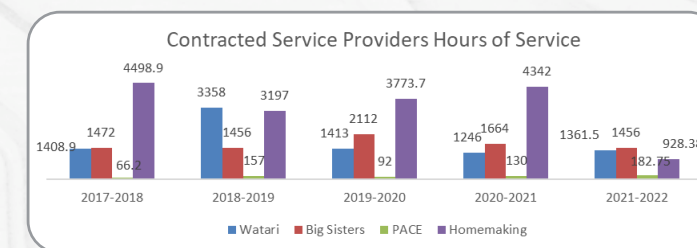
The Strengthening Groups continue to be sought out by parents served. Through the pandemic we provided virtual groups and gradually moved to in-person groups consistent with the COVID-19 safety protocols of the Provincial Health Officer. We will be including children in the groups in September 2022 as the restrictions continue to ease throughout the province. There have been two Strengthening Families and one Strengthening Fathers group each week during this reporting period.

We have maintained a limit on the number of participants in the groups to reduce the risk of transmission of COVID-19, recognizing that the families we support are more vulnerable. We remain committed to high quality service provision while being cautiously optimistic that we will resume full in-person programs and service in the next year. Our FPCs carrying out the important work have been incredibly resolute, flexible, creative, and innovative in supporting families over the past year.



Associated Services

Associated Services are service providers who provide a range of services that we contract with who have expertise in specific areas of practice. This includes therapy for children 0-7, doula support, pre- and post-natal support for moms who are pregnant or who recently gave birth, intensive 1-1 support for youth, childcare, homemaking, and Big Sisters who provides us with a set number of matches per year outside of their regular waitlist parameters.

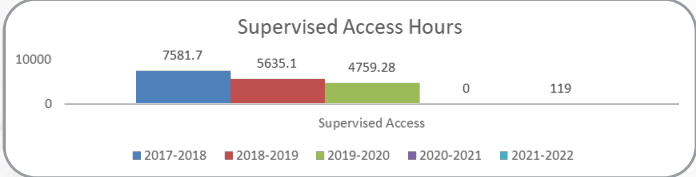


Supervised Access

Supervised access is provided to family members during their visitation with their children and can occur in a variety of places including home, office, out in community, and at the space of a community partner. Our supervised access hours have remained relatively consistent through the years, however during the height of the COVID-19 period, hours of service were reduced due to lack of availability from the service providers; therefore, we utilized our staff to provide supervised access visits.

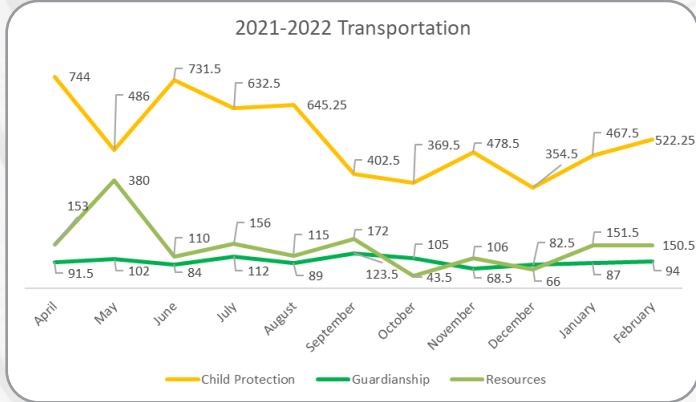
Therapeutic access is provided by Atira Women's Resource Society and visits occur in a home-like environment with a facilitator who provides coaching and

guidance to strengthen relationships and attachment between the parent and their child. This service is specifically for children 0-4 years of age and their mother. Eligibility for the service include, when there is a recent child removal from the parent's care; a significant period of separation between mother and child where the mother has not parented their child; when a reunification is planned; and/or the child was placed with a relative and/or kith and kin placement. The goal of this service is to provide the parent an opportunity to bond with their child and nurture the mother-child relationship to achieve successful reunification.



Transportation

Transportation is provided to Child Protection, Guardianship, and Resources Programs for a variety of reasons. Most importantly, it allows families to have visits with their children, ensures attendance to and from school to maintain stability and consistency in the child's life, facilitates therapeutic appointments, and visitation with extended family/community. VACFSS has practiced from the perspective that children and youth have better social, health, education, and economic outcomes when they are provided the opportunity to live safely with their family and are afforded the opportunity to remain connected to their family and community. Transportation is reviewed with the programs monthly.



Ongoing Goals For Fiscal Year 2022-2023

Please note that these goals have not changed, and we will continue to update on the progress. Once we have achieved a goal, an update will be provided within the period it was completed:

- To continue to develop our identity and bring to life the hands-on work that we engage in daily alongside families. We will continue to refine our practice, role, and responsibility clarification to ensure consistent and quality services are provided to our families.
- Continue to analyze our data and statistics in a meaningful way that informs and guides our practice.
- Continue to collaborate with the other programs to ensure that we are working cohesively to provide the best services to our children, youth and families.
- Review our best practice regarding waitlist, prioritized response, and length of service.
- The program has secured an exciting research project and will move forward with its implementation and launch.
- The program's policy has been completed and we will spend the next year finalizing it by engaging the staff in training and review it at 6 months and 1 year, then annually after that.
- Implement a feedback process for Strengthening Families, Relatives, Fathers, Honouring our Sacred Life Givers, and Circle of Security groups.
- Continue to invest in training for staff which is specific to the identified risks that families face and the therapeutic focus of the program.
- Focus on the cultural aspect of our programming to ensure that we are capturing our practice in So-hema (an information management system). This work is ongoing, and a calendar of cultural events for staff and families has been developed for the upcoming year. 🙌





RESOURCES

Gavin O'Toole

Overview

The *Inclusive Foster Care Policy* and practice encourages close working relationships between the child's social worker, resource worker, caregiver, 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 need for placements. Placing large sibling groups together to avoid separation also creates placement challenges, as do Temporary Housing Agreements whereby youth who have aged into community at 19 years of age and remain in their foster homes for longer periods. Resources has responded to all these challenges by demonstrating strong collaboration with other programs. Strong clinical practice and skills-based training continues to be a priority albeit the onset of the pandemic. COVID-19 has created challenges with a shift to greater reliance on virtual-based training and the learning curve required in mastering these new forms of communication.

Caseload Activity

During this reporting period we supported an average of 384 children. This is consistent with the year before where there were 386 children in care. Of these current 384 children, 80% are residing in the community with foster caregivers.

The program remains committed and responsive with approximately 161 foster homes. The skill level of the foster caregivers, as indicated through the

Levels of Care System remains relatively equitable with between 35-47 foster caregivers in each level. In 2021/2022 the number of Level 1, 2, and 3 homes respectively were 47, 45 and 35. The numbers of restricted, now renamed "kinship", foster care homes (family or significant others to the child placed) has increased over the last year with an average of 30 homes, 5 greater over the previous year. The number of Indigenous foster caregivers is 37 in the current 2021/2022 year, unchanged from the year prior.

Total child placements in 2021/2022 was 103 compared to 94 in 2020/2019 and 152 in 2019/2020. Of these 103 child placements, 55 were new placements and 48 were moves from one home to another. In addition, 32/48 involved moving children to another home due to caregiver capacity, home closure, and safety issues. This number has been relatively consistent over a four-year period. The collaborative planning consultations and caregivers' commitment to placing siblings together has resulted in 6 children being placed together with their siblings during the reporting period.

Respite is the provision of short-term alternate care of children outside the family home, up to 14 days per month. Parents then have opportunities 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 by the Child Protection Program continues to be a priority. There was a total of 150 child placements of respite into foster caregiver homes, an increase from 76 placements the previous year. Of the 150 total respite placements, 89 were new respite placements, 40 were respite renewals and 21 were moves from one respite home to another. A greater reliance on STRIVE child-specific homes to provide respite was required due to the increased demand from the Child Protec-



VACFSS and Hollyburn Family Services partnered to deliver the Annual Caregiver Camp held virtually again this past year and simulcast from different locations over two days. The camp provided a variety of Teachings for cultural expression such as art and Powwow movement, cooking, and Indigenous storytelling. Our Youth Advisory Committee coordinated a scavenger hunt for the children, and the Métis Jiggers gave a live performance (also simulcast). We were able to get creative and merge traditional culture with modern technological means to deliver this memorable event.

tion Program and limits on available VACFSS family care homes. STRIVE homes supported 28/89 new respite placements. Of the 150 total respite placements, 89 children were involved. In 2021/2022, there were 112 spaces for 19 children at our community partner, Bordreau & Jang's (Children's Corner Respite Home).

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 and continued to decline in 2021/2022 to 32 placements. Reasons for this reduction is an increase in child-specific contracted caregivers transitioning over to VACFSS as part of the permanency plan, and as a result of the new cross-program Child Specific Placement Committee, designed to regularly review permanency planning and transition of children from these specialized resources into skilled VACFSS family care homes, reunited and returned home or placed with relatives.

The LUMA/Dave Pranteau Aboriginal Children's Village (located in East Vancouver) continues to provide safe and community housing with 11 foster homes suites and 3 youth suites. Resources had acquired one additional suite within the Children's Village to provide a new resource for older children and adolescents, including the occasional use by out-of-care caregivers and children for emergency, temporary housing purposes from the Child Protection Program. However, as a result of the pandemic, this suite was largely preserved for pandemic-related emergency placements.

Foster Caregiver Recruitment and Training

Foster caregiver recruitment, particularly Indigenous foster caregiver recruitment remains a priority for VACFSS. However, the COVID-19 had severely challenged the program's ability to participate in public, community-based events, the principal recruitment means, as most or all events were cancelled. The Recruitment Team continually adapted to greater investment of online and digital, including print media, platforms with the support of the VACFSS Communi-

cations Team. The Recruitment Team is highly motivated to continue with innovative and progressive print and digital means of recruitment including media, such as Facebook.

In 2021/2022, we received 8 new fostering applications which resulted in opening a total of 7 new homes of which 5 identified as Indigenous. This is an overall marked decrease over the previous 2020/2021 year when the Recruitment team yielded 19 applications with 17 new homes opened and 6 being Indigenous caregivers. These statistics reflect the overall provincial strains on attracting new caregiver applicants, challenges brought by the pandemic, which depleted staffing levels in the Resources Program, and also created personnel hardships felt throughout the province.

The program continues to strengthen and enhance activities focused on family and cultural connectedness. The 2021 Annual Caregiver Camp was creatively adapted to provide a virtual variety show. Resources, in partnership with Hollyburn Family Services, embarked in a creative venture to develop a virtual, live-streamed cultural variety show via Zoom for all participating foster caregivers and children/youth. The Caregiver Camp was almost exclusively streamed live from different locations simulcast via Zoom over two days. The highlights of the variety show included cultural activities and crafts, cooking, Indigenous storytelling, animal puppet show sharing Indigenous Teachings, scavenger hunt led by the Youth Advisory Committee, Powwow movement, and a live dance/music performance by the Métis Jiggers. The result was an event that merged traditional culture and modern technological means to deliver this memorable event.

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 552 in 2021/2022. These were delivered largely in virtual platforms due to the restrictions regarding the gathering limitations

of the Public Health Officer during the height of the pandemic.

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 FASD Key Workers.

Another creative endeavor was the development of a semi-annual digital newsletter where information can be conveyed to our foster caregivers such as policy/practice changes, information on the *Act Respecting First Nations, Inuit and Métis children youth and families*, local Indigenous community events, changes to caregiver insurance, information on caregiver events, maintenance rates increases, COVID-19 updates, inclusive foster care, "good news" stories from caregivers, and contributions from our community partners such as Coastal Health's Safe Babies Program and Hollyburn Family Services, to name a few. The creative work and initiative of the VACFSS staff team has sparked the success of this informative new initiative in Resources.

Resources Budget and Expenditures

The program expenditures are \$22,942,411 for this 2021/2022 fiscal. Contributing to a decrease over 2020/2021 expenditures is the reduced use of child-specific specialized contracts and staffed resources to meet the complex care needs of children and youth. In 2021/2022 VACFSS supported a total of 9 child-specific staffed specialized resources, a reduction over 11 in the previous year.

Program Achievements and Goals

- Continue to enhance foster caregiver recruitment applicants through increased community engagement now that pandemic restrictions are easing.
- Continue to recruit family, extended family to provide kinship care.
- Continue to focus on foster caregiver retention and capacity building.

- Continue to build a clinical focus and provide training opportunities for resource workers with the addition of the new Specialized Placements Resources Consultant position.
- Continue to review and coordinate child-specific specialized placements with program 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 restorative practices.

My hands go up to all our children, youth, and families, our program staff and all of our contracted community partners in thanks for their grit, determination, and resilience as we welcome a return to normalcy in 2022, the chance to regenerate, grow and move forward in continuous restorative relationship building.

I remain 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 children and families". 🙏



GUARDIANSHIP

Holly Anderson

Overview

The Guardianship Program is currently responsible for supporting 270 urban Indigenous children and youth in care. Our approach to practice situates the child in the centre of their circle surrounded by support from family, community and culture. Our work focuses on developing holistic care plans with an emphasis on connection to family, culture, community and a view to permanency. As part of these plans, we explore permanency for our children through the lens of four quadrants: relational, cultural, physical and legal. We also continued to develop our practice this year by attending workshops on the *Act Respecting First Nations, Inuit and Métis children youth and families*, trauma informed practice, and self-care through an Indigenous lens.

Our team consists of 15 social workers, 3 team leaders, 1 Guardianship Consultant, 2 Lifelong Connection Coordinators, 1 Child and Youth Engagement Coordinator, 1 manager, 1 administrative supervisor, and 3 administrative assistants. In addition, we have a part-time Indigenous Wellness Counsellor to support youth working through trauma and arising issues of grief and loss. Social workers on average have 8 years of service in the program, and the leadership team holding an average of 13 years of service. This allows us to develop meaningful and long-term relationships with our children and youth, and to hold a high level of practice experience.

Together, we hold an agency 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 ensuring that those of our youth aging into community, do so with a strong Indigenous identity and a leadership vision for their future.

Outcomes for Youth Aging Into Community

For us to reflect on our practice and to continue to develop a strong framework for the program, it is essential that we understand the outcomes for our children. A database has been in place for 11 years that highlights the outcomes of our youth leaving care, and their journey through care. The database allows us to develop an evidence-based framework for our practice and ensure that our practice and initiatives are representative of who our children are, and of their unique needs and vulnerabilities. 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 to include information on youth aging into community through our permanency planning framework, beginning with rescindments, placement with extended family, a transfer of custody, or through adoption.

It has been Guardianship's practice to continue to support youth informally post-19 years of age, grounded in our relationship-based practice support, and an acknowledgement of an Indigenous youth's vulnerability leaving care. This year, we formalized this approach with a new policy written in partnership with the Youth Advisory Committee (YAC) that enshrines our relationship-based practice and continues to support youth post-19 years of age as they navigate the first few years of adulthood. Guardianship and our YAC are also pleased about recent larger systemic announcements to provide formalized support past the age of 19 for youth aging into community. At the beginning of the pandemic, youth aging into community were supported to remain in their foster homes or independent living placements. The YAC are poised to partner on the development of this new framework and policies.

Sixteen youth from care aged into community at the age of 19 in 2021, and 2 left care through other means,



The VACFSS Youth Advisory Committee was a recipient of the Giving Voice Grant from the Minister's Advisory Council on Indigenous Women (MACIW), whose funding made it possible to make Regalia. With the support and Teachings of Knowledge Keepers, Dancing Water Sandy and April Bennett, the youth created ribbon skirts, shirts, vests, moccasins, as well as medicine bags with colours and designs reflecting their individual cultures and urban Indigenous identities.

The Regalia making project focused on reclaiming the beauty, spiritual strength, and value of the roles of Indigenous women, and being empowered to create safer spaces and stand up against gender-based violence. Our male and gender-diverse identifying peers were welcomed to participate in these circles. This journey brought everyone together through allyship, accountability, and commitment to the collective work required to foster healthy relationships and safer communities.

effectively being returned to their biological parent. Of the youth aging into community this year, 3 were eligible for Community Living BC (CLBC) services, and effectively transitioned to adult services and placements. Most of the youth leaving care (10) remained in their foster placement post 19 years of age, demonstrating a strong sense of belonging that was achieved through their placement.

This year saw another high rate in children graduating with high school diplomas and leaving certificates. Ninety-five 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. Guardianship strives to have strong partnerships with Indigenous-focused schools such as Cedar Walk in our community, and with Indigenous support workers located in schools through the Lower Mainland. This is also a demonstration of our commitment to the importance of our youth having key life skills as they age into community.

Permanency Within A Child's Circle

In alignment with the agency's strategic priority, the 5 Calls to Action from the Truth and Reconciliation Commission of Canada, and UNDRIP, Guardianship has developed a strong and concerted practice approach to return children to their circles and to seek legal permanency – effectively moving children on from Continuing Custody Orders. All children in our care are connected to community, siblings, and extended family. Currently, 1 in 5 children (52 children in care) are formally placed in kith and kin placements either with immediate or extended relatives, which is a demonstration of our commitment to restorative practice.

Permanency planning begins with a return to family, extended family or to the greater Indigenous community. Guardianship views permanency planning through the lens of 4 quadrants: relational, physical, cultural, and legal. Through these lenses a plan is reached by consensus including everyone in a child's circle, and more importantly both the family and Nation. Planning

is tracked through the Lifelong Connections Coordinator and meetings held monthly with social workers to consult and update planning.

Our practice highlights the importance of planning for permanency in partnership with First Nations communities, and this year we travelled to Edmonton, Peace River, Bridge River, and Alexis Sioux Nation for these dialogues. Permanency plans are developed and moved forward through strong collaborative work with members of the child's circle, family, and communities. Tracking mechanisms are in place as children navigated returns to family or formalized already established kinship ties in the child's circle. Of plans formalized in 2021, 2 were rescindments to a biological father.

Cultural Journeys

Guardianship ensures that the right of children to participate in culture is upheld, and the children and youth in our care develop strong Indigenous identities reflective of Teachings from their own communities. This work is supported by all our social workers, cultural coordinator, cultural committee, and coordinated by our Lifelong Connections Coordinator.

Guardianship is committed to the principles of the *Act Respecting First Nations, Inuit and Métis children youth and families*, and working in partnership with Nations to plan for their children. With several Nations where we have a cohort of their children in our care, Guardianship has been formally engaging with the Nation to review planning annually. This year we hosted Wet'suwet'en and Lake Babine Nation in person and engaged virtually with Heiltsuk, Lil'wat, and Gitksan Nations for their children.

Youth Engagement

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

Youth Advisory Committee (YAC)

The YAC continued their path of advocacy, leadership, and raising their voices this year. The 12 young people on the committee are a living example of best practice in honouring the voice of Indigenous youth in and from care. Embedded in the agency, they continue to lead us in best practice, have co-created policy, and advocated in the larger community. This year, they have expanded their scope and added their voices to many projects and initiatives including sitting on a National Youth Advisory Council, presenting at Douglas College, and presenting at the Stand Together Conference.

This spring, YAC will be launching a pilot of the SIBS Program (Supportive Indigenous Brothers and Sisters Program) that is designed to provide mentorship and community to children and youth in the Guardianship Program, by YAC or other young leaders. Ensuring that young Indigenous youth have Indigenous role models with care experience is a priority for YAC and is hoped to create greater community and resiliency for younger youth in care.

Culturally Relevant Urban Wellness (CRUW)

The CRUW Program takes places on the unceded territory of the Musqueam People, in the xʷčičəsəm Garden at the UBC Farm. The garden's traditional xʷməθkʷəyəm Musqueam name is a hən̓qəmin̓əŋ word meaning "the place where we grow." The xʷčičəsəm Garden has been at the UBC Farm since 2007, established by Dr. Eduardo Jovel, a long-time supporter and partner of the CRUW Program. The xʷčičəsəm Garden and surrounding sacred spaces have been cared for by the Indigenous Research Partnerships (IRP), a group of programs focused on building meaningful connections to the land and is housed in the Faculty of Land and Food Systems at UBC. It is thanks to the community partnerships with IRP, the Faculty of Land and Food Systems, the Centre for Sustainable Food Systems, the First Nations House of Learning, and other groups, and organizations that the CRUW Program has been so successful.

The CRUW Program remains a thriving program where urban Indigenous youth are supported to connect to the land in the xʷčičəsəm Garden. The youth learn the role of medicines, how to plant seeds, transplant seedlings into their plots, and care for both edible and non-edible plants. During the harvest period, youth learn to cook, process, and preserve their yields. Non-edible plants are transformed into medicinal teas, salves, and other products. The program completed its tenth cycle in 2021.

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

CIRCLE is grounded in the belief that every Indigenous child should have the opportunity to learn about and be connected to their culture. The program recognizes that connecting children and youth in care to their cultural roots can be a lifelong process, and thus aims to begin cultural engagement at a young age. CIRCLE works with Indigenous children and youth to develop and build their knowledge and understanding of their Indigenous heritage, as well as their sense of identity as part of the urban Indigenous community. The CIRCLE family is made up of Elders, Knowledge Keepers, cultural educators, social workers, caregivers, and children and youth from diverse Indigenous communities. The program's cultural educators work to make learning about cultural protocols, Teachings, and languages fun and developmentally friendly, while incorporating cultural Teachings and practices from Nations across Turtle Island.

In 2021, the CIRCLE program celebrated 5 years of service to children and youth in our care. The CIRCLE Knowledge Keepers, Rose and Kwasuun, come to their work seeing children at the heart of community and strive to foster loving and nurturing relationships with everyone in the program. The commitment, strength, and passion of these two women have created a sense of belonging and community for our children and youth who have come to see them as aunties and who learn from their way of being in relationship. 🙏



FINANCE & INFORMATION TECHNOLOGY

Greg LeBlanc

Overview

VACFSS entered the second year of the COVID-19 pandemic with the introduction of vaccinations to reduce the risk of COVID-19, and restrictions were eased in relation to social distancing, gathering, and person-to-person interactions. The utilization of resources related to direct support to children, youth, families, and caregivers was maintained except for services reliant on in-home contracted providers.

Other than the COVID-19 related funding supports received in fiscal year 2020-2021, funding was consistent, comprised of mandated changes for salaries, benefits, and child maintenance funding. All other funding sources remained the same.

Society Financial Summary

Total funding for the fiscal year ended 2022 was \$42,816,977 (2020-2021 - \$45,000,969), and expenditures were consistent with the previous fiscal year of \$42,393,529 (2020-2021 - \$42,418,137), resulting in a \$423,448 surplus for the year ended.

COVID-19 federal and other financial support was not provided in the 2022 fiscal year, which significantly reduced revenue relative to the previous year. This enabled a more accurate picture of our normal funding relative to our expenditures. Expenditures were \$21,600 less than the previous year, and when reviewed in the light of \$42 million expended shows the agency spent virtually the same between the two years. VACFSS' net assets increased by the amount of the surplus generated in the year, but cash and short-term investments decreased by \$197,132 due to capital investments in leasehold assets.

Cultural events were curtailed in the 2021-2022 fiscal year, and related funding was moved forward to the 2022-2023 fiscal year as follows:

Child Protection	\$ 9,898
Guardianship	\$ 41,793
Family Preservation	\$ 42,196
Residential Resources	\$ 68,818
Resources	\$ 625
Society-wide Infrastructure Initiatives	\$ 23,100
Total Carry Forward	\$ 186,430

Due to the many restrictions being removed, and the ability for people to congregate again, each department is focusing on more robust cultural initiatives for the 2022-2023 fiscal year relative to prior years.

The 2021-2022 fiscal year required the relocation of our Child Protection office at 471 East Broadway to 2020 Yukon Street. This was a very significant investment for VACFSS as this project required approximately \$1,200,000 and took over a year to complete from inception to completion on July 31st, 2021. These costs were mitigated by the utilization of short-term investments and had a limited impact on the overall liquidity of the agency.

Service location options for staff and cultural space are changing quickly in the downtown Vancouver area, and this continues to be a risk for the VACFSS as the city evolves and grows. Shorter lease terms, increasing fees, taxes, and lease rates have been strategically mitigated by VACFSS through retention of a strong base of liquidity to enable permanent options should they arise, or to withstand upward cost pressures in the lease market in future years.

The ability to maintain salary expenditures is a challenge in the Vancouver region, and such challenges have increased over previous years. Salary expenses have declined \$365,024 from fiscal year 2020-2021 and comprises most of the surplus generated in the year. Overall, the agency has maintained an adequate financial base to consider capital acquisition options for the provision of services and future needs.

Departmental Overview

Guardianship and Resources

Provincial and other funding remained consistent with the prior year with a reduction in revenue of \$45,120 from 2020-2021, and expenditures have increased \$392,839 (2021-2022 - \$5,389,449; 2020-2021 - \$4,996,610). Inter-fund transfers have reduced due to decreased pandemic related funding and increased expenditures resulting in a \$199,684 surplus in the current year.

The lifting of COVID-19 restrictions has enabled access and service costs to increase across all expenditure lines, with significant increases in cultural intervention costs, client travel, professional support, and transportation costs. Direct program costs have increased \$115,147, Children in Care costs have increased \$277,692, and is offset by a reduction in general and administrative costs of \$94,129 from reductions in rent, salaries, and office expenses.

Infrastructure

Funding has remained consistent for the comparative years (2021 and 2022), and expenditures have increased by only \$9,560. A small deficit was incurred of \$14,427 for the year primarily due to increased inter-departmental support from the other departments.

Staff related costs and amortization of capital infrastructure costs were the only changes to the expense structure in the department. This is expected to adjust upwards going into the 2022-2023 fiscal year as Infrastructure training and cultural initiatives begin to commence.

Residential Resources

Overall, the department incurred a \$144,269 deficit, with cost reductions in Residential Resource costs of \$795,068, and increased Out of Care costs of \$143,221. Respite costs have risen by \$86,145, and as funding in this cost centre is fixed at \$234,397, options will be reviewed to contain these costs or alternatively obtain additional funding for this area.

Funding for maintenance related costs comprise the entire statement, except for respite costs and foster

caregiver recruitment and support costs. Options are being considered for enhancement of respite services as a preventative measure for vulnerable families most of whom are led by single parents and is actively being pursued.

Family Preservation and Reunification

Provincial funding increased over the previous year by \$76,491 and other income sources decreased \$50,010, for total revenue of \$3,001,276. Transfers for cost support to other departments reduced total contributions to \$2,384,260 and when applied to total expenditures of \$2,466,084 results in a deficit of \$81,660. Program costs have increased \$6,593 for the year, and general and administrative costs have reduced \$14,359. Increased salary expenditures for service delivery were offset by reduced contracted service costs, and there were few other material changes in other areas of the department.

Child Protection

Provincial revenue increased \$243,500 and was offset by reduced other income to result in a net revenue increase of \$114,213, resulting in \$8,050,480 of total revenue. Expenditures in this department are similar to the prior year, with the exception of Family Support expenses, which have increased \$283,432, as well as Integrated Services by \$61,437. The surplus of \$464,120 is primarily in due to reduced wage expenditures. Program wages due to vacancies represent \$254,287, and general and administrative wages due to vacancies represent \$141,161, which makes up almost the entirety of the surplus for the fiscal year.

Conclusion

Revenue was consistent with the prior year, with the exception of COVID-19 related support and maintenance revenue, and total expenditures were virtually even with the prior fiscal year with a total difference of \$21,600 increase in expenditures. The impact of the COVID-19 period was minimal in relation to services provided, and with more reduced COVID-19 restrictions, it is anticipated that travel for family and Touching the Land of our Relations visits will return to past levels. 🙏



AUDITOR'S REPORT

Financial Statements of
VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
And Independent Auditors' Report thereon

Year ended March 31st, 2022



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INDEPENDENT AUDITORS' REPORT

To the Members of Vancouver Aboriginal Child & Family Services Society

Report on the Audit of Financial Statements

Opinion

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

- the statement of financial position as at March 31, 2022
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements and schedules, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2022, 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 and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

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

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



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

Reporting on Other Legal and Regulatory Requirements

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

Chartered Professional Accountants

Vancouver, Canada

June 14, 2022

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Financial Position

March 31, 2022, with comparative information for 2021

	2022	2021
Assets		
Current assets:		
Cash and cash equivalents	\$ 6,405,848	\$ 5,602,980
Short term investments (note 2)	-	1,000,000
Accounts receivable	326,950	541,498
Prepaid expenses	179,549	136,655
	6,912,347	7,281,133
Security deposits paid	86,451	96,623
Capital assets (note 3)	1,425,185	514,909
	\$ 8,423,983	\$ 7,892,665

Liabilities, Deferred Contributions and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 1,129,529	\$ 1,212,912
Payroll liabilities	614,654	592,208
	1,744,183	1,805,120
Deferred contributions (note 5)	186,430	-
Deferred capital contributions (note 6)	18,973	36,596
	1,949,586	1,841,716
Net assets:		
Invested in capital assets (note 7)	1,406,212	478,313
Internally restricted - capital acquisition	2,289,940	2,289,940
Unrestricted	2,778,245	3,282,696
	6,474,397	6,050,949
Operating lease commitments (note 8)		
	\$ 8,423,983	\$ 7,892,665

See accompanying notes to financial statements.

Approved on behalf of the Board:

Linda Stiller (Jun 15, 2022 13:47 PDT)

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Funding revenues:		
Provincial government contributions - Principal funding	\$ 42,518,814	\$ 43,972,195
Deferred contributions:		
Related to capital assets amortization (note 6)	17,623	12,799
	42,536,437	43,984,994
Expenses:		
Direct program costs:		
Automobile expenses	183,230	139,365
Caregiver expenses	534,326	526,147
Child-in-care costs	1,825,727	1,439,783
Client assistance	38,144	59,067
Collaborative practice costs	8,588	4,241
Contract services	303,440	506,820
Cultural support costs	201,208	105,838
Family support expenses	682,115	391,874
Residential resources cost	20,435,978	20,930,552
Out of care caregivers	38,418	87,699
Out of care children	22,235	7,640
Out of care maintenance	1,969,007	1,825,786
Program supplies and miscellaneous	160,066	125,436
Salaries and benefits	9,616,843	9,774,332
Telephone and cellular	62,525	57,873
	36,081,850	35,982,453
Service costs:		
Amortization	207,332	65,529
Bank charges and interest	450	450
Contract services	1,500	-
Equipment leasing	14,665	14,665
Equipment purchases	9,479	10,884
Office and general	280,169	332,005
Public relations and community services	1,931	7,350
Rent and repairs	1,485,998	1,498,264
Salaries, labour and benefits	1,313,023	1,486,883
Special events	8,411	9,478
Staff related costs	67,479	83,825
Telephone, fax and cellular	130,506	126,607
	3,520,943	3,635,940

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Expenses (continued):		
General and administration expenses:		
Amortization	76,688	61,984
Annual general meeting	1,556	945
Bank charges and interest	6,673	5,606
Board expenses	2,865	1,686
Computer supplies	12,663	13,590
Contract services	21,977	21,101
Equipment leasing	2,588	2,588
Equipment purchases	4,538	12,295
Insurance	28,759	21,283
Office and general	90,880	104,342
Professional dues and membership	39,801	31,946
Professional fees	136,261	155,340
Public relations and community services	30,505	14,351
Rent and repairs	181,574	189,279
Salaries, labour and benefits	2,059,810	2,093,485
Special events	11,327	3,950
Staff related costs	51,680	27,497
Telephone, fax and cellular	30,596	35,476
	2,790,736	2,796,744
Excess of revenue over expenses before undernoted	142,908	1,569,857
Other revenues:		
Other income (note 10)	280,540	1,015,975
Excess of revenue over expenses	\$ 423,448	\$ 2,585,832

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Changes in Net Assets

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Net assets, beginning of year	\$ 6,050,949	\$ 3,465,117
Excess of revenue (deficiency) over expenses:		
Guardianship of resources (schedule 1)	199,684	949,357
Infrastructure (schedule 2)	(14,427)	(223,912)
Residential resources (schedule 3)	(144,269)	1,435,519
Family preservation (schedule 4)	(81,660)	113,230
Child protection (schedule 5)	464,120	311,638
	423,448	2,585,832
Net assets, end of year	\$ 6,474,397	\$ 6,050,949

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Cash Flows

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by:		
Operations:		
Excess of revenue over expenses	\$ 423,448	\$ 2,585,832
Items not involving cash:		
Amortization	284,020	127,513
Amortization of deferred capital contributions	(17,623)	(12,799)
	689,845	2,700,546
Changes in non-cash operating working capital:		
Accounts receivable	214,548	(427,238)
Prepaid expenses	(42,894)	13,145
Accounts payable and accrued liabilities	(83,383)	266,487
Deferred contributions	186,430	(12,642)
Payroll liabilities	22,446	7,410
Due to Ministry of Children & Family Development	-	(122,413)
Security deposits paid	10,172	(51,322)
	997,164	2,373,973
Investing:		
Acquisitions of capital assets	(1,194,296)	(339,277)
Proceeds from long term investments	1,000,000	1,000,000
	(194,296)	660,723
Increase in cash and cash equivalents	802,868	3,034,696
Cash and cash equivalents, beginning of year	5,602,980	2,568,284
Cash and cash equivalents, end of year	\$ 6,405,848	\$ 5,602,980

See accompanying notes to financial statements.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements

Year ended March 31, 2022

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

The purposes of the Society are to:

- (a) supply essential social services to aboriginal children and families who are at risk, and their communities, by:
 - (i) providing delegated child welfare and related services on behalf of government agencies.
 - (ii) acting as a liaison between government agencies and aboriginal children, families and communities.
 - (iii) assisting aboriginal children and families to reconnect with their communities, culture and heritage.
- (b) promote the well-being of aboriginal children and families, and encourage their full participation in Canadian society;
- (c) enter into contracts which may be conducive to the Society's aims with any person, corporation or government agency;
- (d) solicit, collect, receive, acquire, hold and invest money and property, both real and personal, received by gift, contribution, bequest devised, or otherwise, sell and convert property, both real and personal, into cash, and use the funds of the Society and proceeds, income, rent, and profits derived from any property of the Society in furtherance of the purposes set out above,
- (e) purchase, lease, sell or hold such property, equipment and materials as are deemed necessary to accomplish the Society's purposes; and
- (f) do all such things as may be necessary or conducive to the attainment of these purposes. The Society must primarily but not exclusively service aboriginal children, families and communities in the lower mainland of British Columbia.

1. Significant accounting policies:

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

- (a) Cash and cash equivalents:

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

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2022

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, 2022

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 8).

(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, 2022

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:

	2022	2021
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
Less: short-term	-	1,000,000
Long-term	\$ -	\$ -

3. Capital assets:

	2022		2021	
	Cost	Accumulated amortization	Net book value	Net book value
Office equipment	\$ 288,376	\$ 266,513	\$ 21,863	\$ 32,279
Vehicles	133,296	91,973	41,323	23,744
Computer	927,148	608,644	318,504	410,797
Telephone equipment	57,433	41,341	16,092	4,803
Leasehold improvements	1,175,833	148,430	1,027,403	43,286
	\$ 2,582,086	\$ 1,156,901	\$ 1,425,185	\$ 514,909

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2022

4. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$53,408 (2021: \$53,048), which includes amounts payable for payroll related taxes.

5. Deferred contributions:

Deferred contributions represent unspent resources externally restricted and unrestricted operating funding received in the current period that is related to the subsequent period.

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.

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:

	2022	2021
Balance, beginning of year	\$ 36,596	\$ 49,395
Amortization of deferred capital contributions	(17,623)	(12,799)
Balance, end of year	\$ 18,973	\$ 36,596

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2022

7. Invested in capital assets:

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

	2022	2021
Capital assets (note 3)	\$ 1,425,185	\$ 514,909
Amounts financed by:		
Deferred capital contributions (note 5)	(18,973)	(36,596)
	\$ 1,406,212	\$ 478,313

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

	2022	2021
Deficiency of revenue over expenses:		
Amortization of deferred capital contributions	\$ 17,623	\$ 12,799
Amortization of capital assets	(284,020)	(127,513)
	(266,397)	(114,714)
Net change in investment in capital assets:		
Purchase of capital assets with unrestricted funds	1,194,296	339,277
	\$ 927,899	\$ 224,563

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:

2023	\$ 1,048,537
2024	1,064,467
2025	833,079
2026	443,371
2027	171,534
	\$ 3,560,988

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2022

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, 2022, the plan has about 67,762 (2021: 66,882) active members and approximately 52,194 (2021: 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 \$923,060 (2021 - \$930,705) for employer contributions to the plan during the year-ended March 31, 2022.

10. Other income:

	2022	2021
Culturally Relevant Urban Wellness ("CRUW") grants	\$ 85,771	\$ 16,906
Developing The Gifts of Children Fund	25,886	25,329
Donations	-	4,324
Interest income	35,700	81,399
Miscellaneous income	133,103	151,007
Memberships	80	85
Pandemic Pay	-	736,925
	\$ 280,540	\$ 1,015,975

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2022

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, 2022, there was no exit levy payable that was associated with VACFSS as the Society doesn't expect to leave the HBT.

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

(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. There has been no change to the risk from prior year.

VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2022

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

(c) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. It is management's opinion that the Society is not exposed to significant currency risk or other price risk. There has been no change to the risk from prior year.

(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 2) and manages that risk by using a portfolio with varying terms to maturity. During the year, the Society redeemed all its fixed income securities.

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

Employees and contractors:

During the year, the Society paid \$10,624,560 (2021 - \$11,453,632) 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, 2022, with comparative information for 2021

	2022	2021
Revenues:		
Provincial government contributions - Principal funding	\$ 5,095,656	\$ 4,660,319
CRUW grant	85,771	16,906
Other income	127,934	676,673
	5,309,360	5,353,898
Deferred contributions:		
Related to capital assets amortization	5,909	6,491
	5,315,269	5,360,389
Direct program costs:		
Automobile expenses	61,817	38,826
Contract services	105,450	90,987
Cultural intervention costs	129,219	96,972
Program supplies	8,346	668
Salaries and benefits	3,751,352	3,721,834
Staff expenses	10,726	6,234
Telephone and cellular	23,532	19,774
	4,090,442	3,975,295
Child-in-care costs:		
Allowances/dental	57,680	22,140
Client minding costs	52,270	24,243
Client travel	233,076	112,073
Clothing grant	13,830	13,090
Equipment	29,935	27,436
Education/school events	149,106	149,090
Foods and household	107,930	113,925
Living with family and friends	51,270	20,718
Medical expenditures	86,607	83,097
Medical/Dental expenses	4,790	1,702
Others	194,783	266,465
Professional support and services	235,357	165,137
Recognizing milestones	15,417	2,459
	1,232,048	1,001,575
Developing the Gifts of our Children	13,715	6,905
Integrated services	53,244	12,835
	1,299,007	1,021,315
Net funding (deficiency) / excess contribution	\$ (74,180)	\$ 363,779

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

Schedule of Revenues and Expenses Schedule 1

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Services costs:		
Amortization	\$ 20,224	\$ 25,268
Equipment leasing	5,253	5,253
Equipment purchases	2,672	2,933
Office and general	94,906	118,583
Public relations and community services	1,931	3,204
Rent	529,970	557,080
Salaries, labour and benefits	521,246	546,225
Security	686	614
Special events	3,282	5,629
Staff related costs	22,437	25,045
Telephone fax and cellular	40,325	47,227
	1,242,932	1,337,061
Deficiency of revenues over expenses before transfers	(1,317,112)	(973,282)
Interfund transfers	1,516,796	1,922,639
Excess of revenues over expenses for the year	\$ 199,684	\$ 949,357

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY
Infrastructure (R000139810)

Schedule of Revenues and Expenses Schedule 2

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Revenues:		
Provincial government contributions - Principal funding	\$2,552,101	\$2,492,513
Other income	64,336	145,600
	2,616,436	2,638,113
Deferred contributions:		
Related to capital assets amortization	3,126	3,385
	3,126	3,385
Net funding contributions	2,619,562	2,641,498
General and administrative expenses:		
Annual general meeting	1,556	945
Amortization	76,688	61,984
Bank charges and interest	6,673	5,606
Board expenses	2,865	1,685
Computer support	12,663	13,590
Contract services	21,977	21,101
Equipment leasing	2,588	2,587
Equipment purchases	4,538	12,295
Insurance	28,759	21,283
Office and general	90,880	107,739
Professional dues and memberships	39,801	31,946
Professional fees	136,261	155,340
Public relations and community services	30,505	14,352
Rent and repairs	181,574	189,391
Salaries, labour and benefits	2,059,810	2,093,485
Special events	11,327	3,950
Staff related costs	51,680	27,497
Telephone fax and cellular	30,548	35,476
	2,790,692	2,800,252
Deficiency of revenues over expenses before transfers	(171,130)	(158,754)
Interfund transfers	156,703	(65,158)
Deficiency of revenues over expenses for the year	\$ (14,427)	\$ (223,912)

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Residential Resources (R000139808)

Schedule of Revenues and Expenses

Schedule 3

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Revenues:		
Provincial government contributions - Principal funding	\$ 23,830,227	\$ 26,098,522
	23,830,227	26,098,522
Direct program costs:		
Contract services	-	189,086
Out of care maintenance	1,969,007	1,825,786
Residential resources costs	20,068,681	20,674,663
	22,037,688	22,689,535
Child-in-care cost:		
Program activities and miscellaneous	211	-
Integrated services	52,734	24,582
Respite costs	317,452	231,307
	370,397	255,889
Caregiver costs:		
Caregivers expenses	430,145	430,027
Foster parent appreciation night	17,182	11,995
Foster parent recruitment	16,434	13,559
Kiwasssa Housing	70,559	70,567
	534,320	526,148
Net funding contributions excess	887,822	2,626,950
Service costs:		
Public relations and community services	-	243
	-	243
Excess of revenues over expenses before transfers	887,822	2,626,707
Interfund transfers	(1,032,091)	(1,191,188)
(Deficiency) / excess of revenues over expenses for the year	\$ (144,269)	\$ 1,435,519

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Family Preservation (R000139806)

Schedule of Revenues and Expenses

Schedule 4

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Revenues:		
Provincial government contributions - Principal funding	\$ 2,998,776	\$ 2,922,285
Other income	2,500	47,510
	3,001,276	2,969,795
Deferred contributions:		
Related to capital assets amortization	165	185
	3,001,440	2,969,80
Direct program costs:		
Automobile expenses	15,750	11,740
Client assistance and travel	27,264	52,846
Contract services	101,217	175,795
Cultural intervention costs	9,530	1,616
Program services	150,343	104,385
Program supplies	1,129	20,308
Salaries and benefits	1,573,717	1,506,436
Telephone and cellular	9,789	9,020
	1,888,739	1,882,146
Net funding contributions	1,112,701	1,087,834
Service costs:		
Amortization	8,696	8,884
Bank charges and interest	75	75
Contract services	346	-
Equipment leasing	2,168	2,168
Equipment purchases	6,807	7,356
Office and general	57,918	49,088
Rent and repairs	255,206	263,353
Salaries, labour and benefits	206,988	214,413
Special events	4,708	1,550
Staff related costs	8,369	21,676
Telephone fax and cellular	26,066	23,141
	577,345	591,704
Excess of revenues over expenses before transfers	535,356	496,130
Interfund transfers	(617,016)	(382,900)
(Deficiency) / excess of revenues over expenses for the year	\$ (81,660)	\$ 113,230

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Child Protection (R000139811)

Schedule of Revenues and Expenses

Schedule 5

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Revenues:		
Provincial government contributions - Principal funding	\$ 8,042,055	\$ 7,798,555
Other income	-	129,287
	8,042,055	7,927,842
Deferred contributions:		
Related to capital assets amortization	8,424	2,738
	8,050,480	7,930,580
Direct program costs:		
Automobile expenses	105,663	88,799
Contract services	96,773	50,952
Salaries and benefits	4,291,774	4,546,061
Staff expenses	-	62
Telephone and cellular	29,203	29,079
	4,523,413	4,714,953
Child-in-care costs:		
Allowances for inter/out provincial transfers	10,058	3,277
Camp costs	8,954	1,750
Client minding costs	36,071	25,050
Client travel	62,920	12,276
Clothing grant	12,787	13,095
Education/school events	4,628	7,427
Equipment	23,216	13,518
Foods and household	45,475	39,099
Good and services	12,850	21,459
Medical/dental expenses	16,112	28,570
Professional support and services	-	5,256
Others	258	12,857
Recognizing milestones	3,879	2,837
	237,208	186,471
	4,760,621	4,901,424
Carried forward	\$ 3,289,859	\$ 3,029,156

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Child Protection (R000139811) (continued)

Schedule of Revenues and Expenses

Schedule 5

Year ended March 31, 2022, with comparative information for 2021

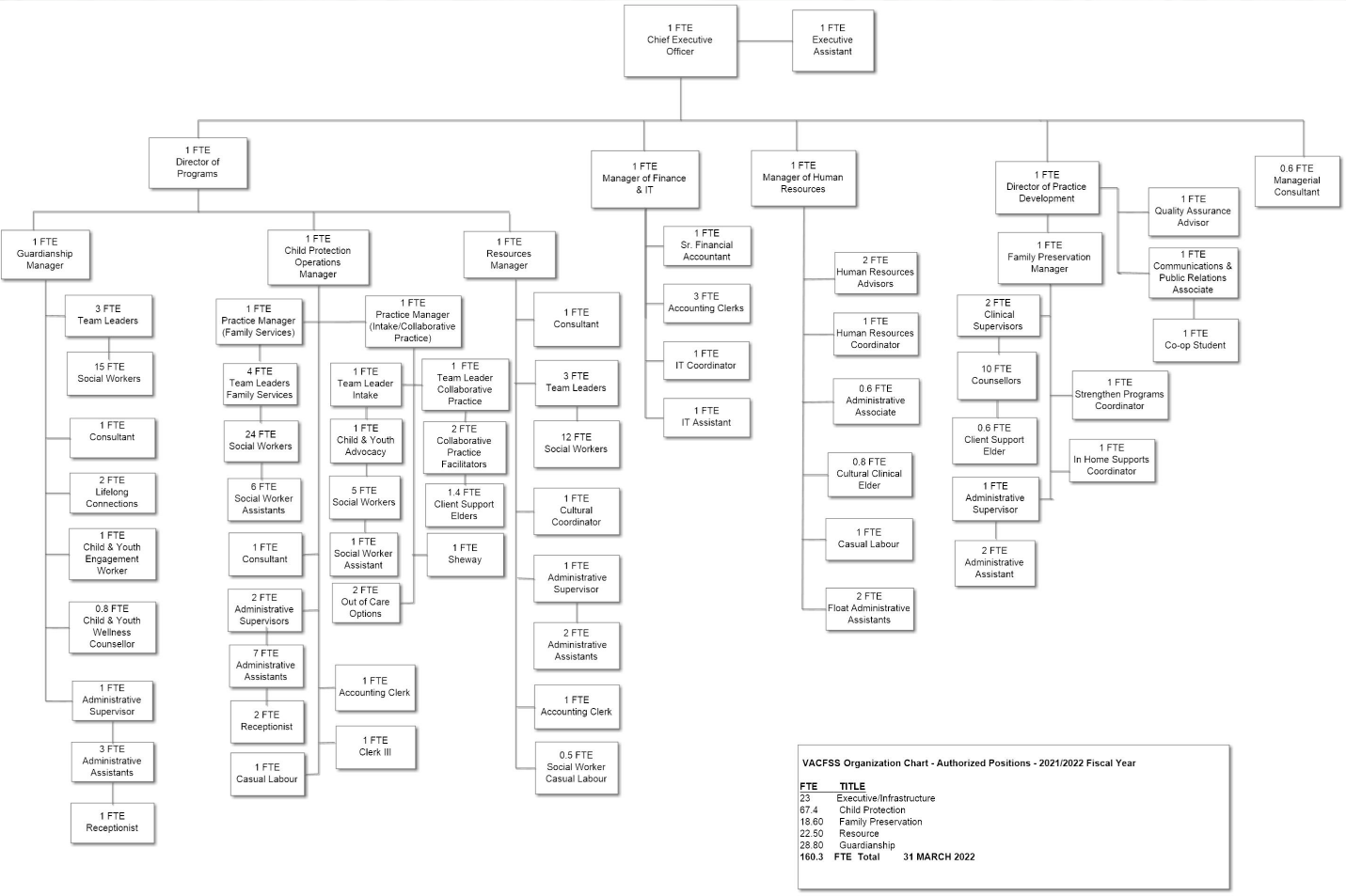
	2022	2021
Brought forward	\$ 3,289,859	\$ 3,029,156
Other program costs:		
Out-of-care children	22,235	7,640
Out-of-care caregivers	38,418	87,699
Integrated services	300,339	238,902
Family support expenses	668,400	384,968
Cultural intervention costs	62,459	7,250
Collaborative practice costs	8,740	4,241
	1,100,591	730,700
Net funding contributions	2,189,270	2,298,456
Services costs:		
Amortization	178,412	31,376
Bank charges and interest	375	375
Contract services	1,155	-
Equipment leasing	7,244	7,244
Equipment purchases	-	595
Office and general	126,027	163,284
Rent	701,298	677,218
Salaries, labour and benefits	585,729	726,890
Special events	619	3,745
Staff related costs	35,734	36,460
Telephone fax and cellular	64,164	56,239
	1,700,757	1,703,426
Excess of revenues over expenses before transfers	488,513	595,030
Interfund transfers	(24,393)	(283,392)
Excess of revenues over expenses for the year	\$ 464,120	\$ 311,638



COMMUNITY PARTNERS

- ▶ 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
- ▶ First United Church
- ▶ Fostering Early Development Program
- ▶ Foundry
- ▶ 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
- ▶ John Howard Society of North Island
- ▶ 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
- ▶ 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
- ▶ St. Paul's Hospital - Providence Health Care
- ▶ 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 Kettle Society
- ▶ The Pace Program
- ▶ The Sanctuary Stabilization Program
- ▶ The Treehouse
- ▶ UBC Indigenous Legal Clinic
- ▶ Union Gospel Mission
- ▶ Urban Native Youth Association
- ▶ Vancouver Aboriginal Friendship Centre Society
- ▶ Vancouver Aboriginal Health Society
- ▶ Vancouver Coastal Health / Mental Health Services
- ▶ Vancouver Resources Society
- ▶ Warriors Against Violence Society
- ▶ Watari Counselling & Support Services
- ▶ Westcoast Family Centres Society
- ▶ WJS | Shortstop Youth Resources

ORGANIZATIONAL CHART



VACFSS Organization Chart - Authorized Positions - 2021/2022 Fiscal Year

FTE	TITLE
23	Executive/Infrastructure
67.4	Child Protection
15.60	Family Preservation
22.50	Resource
28.80	Guardianship
160.3	FTE Total
	31 MARCH 2022

CONTACT INFORMATION

HEAD OFFICE | INFRASTRUCTURE | FAMILY PRESERVATION AND REUNIFICATION SERVICES

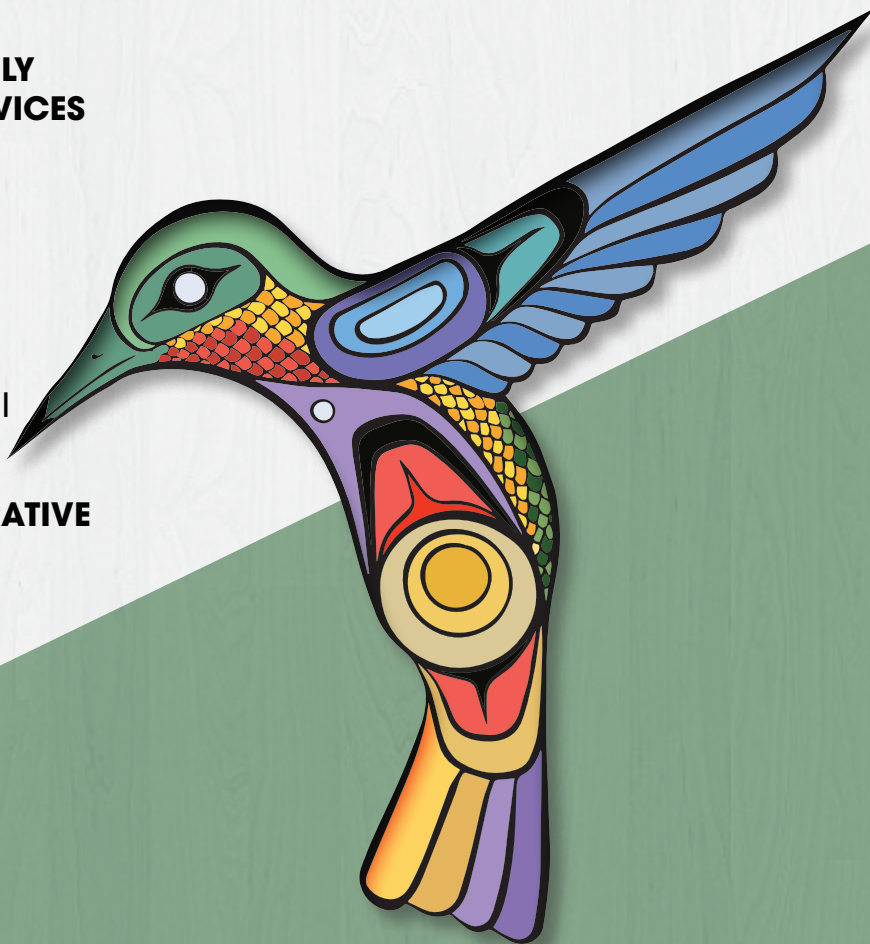
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Phone: 604-872-6723 Fax: 604-872-6768

GUARDIANSHIP | RESOURCES

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CHILD & FAMILY SERVICES | COLLABORATIVE PRACTICE

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