



# 2023 ANNUAL REPORT





## About the cover illustration

A key objective of the guide, *Wrapping Our Ways Around Them*, is to empower Indigenous nations and community members to participate in the care of Indigenous children. The cover image illustrates the key principles of *Wrapping Our Ways Around Them*, which require child welfare authorities to:

- Keep a family together; and
- Preserve a child's relationships with their Indigenous family, community and culture; and
- Actively involve the child's Indigenous community(ies) in planning for their care.

*Wrapping Our Ways Around Them*, p. 9.

*VACFSS acknowledges, with deep respect and gratitude, that our work takes place on the traditional, ancestral, and unceded territories of the hən̓q̓əmiñəḥ̓-speaking Musqueam People, the Skwxwú7mesh (Squamish) and Səlilwətaʔ/Səlilwitulh (Tseil-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.*

# VACFSS ANNUAL REPORT



**VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY**

*Our Children, Our Future, Our Responsibility*

**July 2023**



## 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 Indigenous 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 Indigenous 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 2022 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

I am pleased to present the VACFSS Annual Report for 2023. This report is another detailed overview of our programs and services as an urban Indigenous child and family service agency. VACFSS has had a challenging year due to COVID-19 restrictions, staff turnover, and opioid overdose deaths.

It is well known that child welfare is complex and challenging. Our social workers must balance the best interests of children with the parents' rights. Often described as a "noble" profession, I am proud that our social workers conduct themselves with respect, integrity, professionalism, humility, and sensitivity. VACFSS social workers are mandated, trained, and required to focus on restorative practices to the best of their abilities. We remain committed to engaging families toward a path of healing. We engage in collaborative practice with various nations, promoting access between children in care and their families, and training our caregivers within an inclusive care model. I feel gratitude for our social workers' arduous work, dedication, and abilities to put children first.

I also raise my hands to the clients who have shown tremendous resilience and courage in bringing forth their concerns. As a result of their self-advocacy, they contribute to continuous reflection and improvement of current practice. Hopefully, the new year will bring opportunity and change. I am pleased to see that the Final Settlement Agreement for \$23 million compensation for children and families who endured Canada's discrimination in the First Nations Child and Family Services Program has now been endorsed by the Assembly of First Nations Chiefs-in-Assembly. I am optimistic that a similar provision will be available for all children, regardless of their residence. Moreover, I am pleased about the growing awareness of the impact of colonialism and the need for a more preventative approach.

All these findings continually affirm our Board's original priority, to "enhance and implement culturally and spiritually appropriate strategic services and practices to facilitate moving children, youth and families beyond continuing care." The founders of VACFSS demonstrated the foresight and courage required to encourage change and to implement more effective approaches to address the multigenerational effects of historically racist policies on our families. As a final note, I thank and acknowledge my fellow Board of Directors for their dedication and wisdom in their shared and lived experiences. This has enabled them to provide strong and consistent governance to the agency. I would also like to thank our CEO, Bernadette Spence, for her steadfast leadership and commitment to our children and families.

All my Relations,

*Linda Stiller* 🙏



# MESSAGE FROM THE CEO

Greetings from VACFSS.

We are honoured to report on another year of service to the Vancouver Indigenous community. The management reports reflect mindful and dedicated tracking of practice outcomes and service investments for the period from April 1, 2022, to March 31, 2023.

Over the last 30 years, VACFSS has attracted practitioners who are committed to relational and restorative child welfare practice. This practice focuses on the role of family and community in the lives of children and youth. Our social workers, administrative staff, and caregivers who support families, children, and youth are specialized, compassionate, and resilient. The community we serve primarily consists of urban Indigenous Peoples whose displacement began three generations ago, either through the residential school system or the child welfare system.

VACFSS' approach is based on our founders' vision: to support families on a healing path. This vision is realized through service delivery restructuring, collaborative planning with nations across Canada and throughout BC, peer group support for families, family support Elders, child and youth engagement programming, keeping children connected to their families/nations while in care, strengthening cultural identity, development of interagency protocols, and, most significantly, the development of in-house policy that specifies additional procedures for engagement and concrete support for children, youth and families.

I am especially grateful to our staff, who remain committed to the VACFSS vision and mission. This follows a very difficult three years for our children, youth, and families who lost loved ones, parents, and friends to COVID-19 and toxic drugs. We are grateful for the families and nations who have stepped forward to raise orphaned children due to parental loss. These losses have deeply impacted our staff as they have witnessed the adverse impacts and struggles of racism, trauma, substance use disorder, and poverty for many of our families. I recognize that we are all recovering from the combined impact of the pandemic and the loss of loved ones. We are making significant efforts to support our families and each other.

This year's bargaining concluded at the end of March, and among the gains is the following language that recognizes the unique requirements of working with Indigenous families:

*"The Parties recognize that Indigenous Service Agencies covered by the Indigenous Services Collective Agreement face complexities in delivering services to Indigenous clients and communities. Staff at the Indigenous Service Agencies require specialized knowledge and training on the delegation process, Indigenous ways of life, culture and traditions. Staff must also have the training or knowledge to effectively engage with the traumas associated with the past colonial practices of residential schools and with the different layers of racism and systemic racism that Indigenous children, youth, families, and communities face.*

*There are chronic shortages of qualified and skilled staff at the Indigenous Service Agencies to deliver child and family services to Indigenous clients and communities in a manner that promotes positive outcomes. The Parties wish to continue the collaborative discussions held in this round of bargaining, and explore and address where possible and appropriate the causes of staff shortages in an effort to deliver sustainable services in the context of advancing Reconciliation."*

With the introduction of the *Act respecting First Nations, Inuit and Métis children, youth and families*, VACSS is well-positioned to work with the principles of the federal Act and collaborate with nations across the country who are representing the interests of their children. VACFSS has worked within a restorative framework since its inception. While advocates may be critical of VACFSS' role in child welfare, it is imperative to note that the work of nations has always been to create a circle around the child as a sacred bundle, and there can be no community where a child's risk of imminent harm can be left unmitigated. As a Society, we hope that the investments we have made to improve practice and resource restructuring will be further enhanced and supported as wise practices by our partners.

The support of a dedicated group of Board Directors who understand the multilayered aspects of a large, complex organization legislated by provincial authority and influenced by multiple stakeholders has been a key factor in the stability and development of VACFSS. One of the board's strategic priorities is sharing our experience in developing and implementing VACFSS' child welfare policies and practices.

The 2022/23 fiscal year marks the fifth year of VACFSS operations under the Standardized Funding Framework. The most significant increase in expenditure over the last 13 years has been in child-specific placements in residential resources. These placements are reviewed every three months, while a long-term placement with family or therapeutic foster care can be secured. In response to meeting the needs of children who require specialized care, a placement review committee has been implemented to track progress, explore alternative options, and collaborate with partner agencies, including the MCFD Vancouver/Richmond Service Delivery Area, which is experiencing the same challenges in supporting children with complex needs and youth at risk.

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

All my Relations.

*Bernadette Spence* 🙏





# HUMAN RESOURCES

Jeremy Bara

## Overview

The mandate of the Human Resources (HR) Department is to develop and administer programs that include 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

In total, 166 employees were employed, including 145 regular employees, 20 casual workers, and one seconded employee. Sixty-seven percent of team leaders/supervisors and 60% of managers were Indigenous. In addition, 54% of VACFSS staff members were of Indigenous ancestry, reflecting the demographics of the people we serve.

A total of 532 applications were submitted to VACFSS, hiring 27 new regular employees. Twelve new hires, or 44%, identified as Indigenous. Additionally, 26 internal selections were made.

The turnover rate for 2022/2023 was lower than average at 13.8% compared to the previous year at 22.3%. The five-year average turnover rate is 16.3%. The ten-year average turnover rate for VACFSS is 14.9%.

## Vacancies

As of March 31, 2023, there were 22 vacancies in authorized positions for an agency vacancy rate of 12%. The five-year average vacancy rate for authorized positions was 10.06%.

## Education and Training

HR-sponsored training increased during the fiscal year as restrictions on in-person group training size and in-office

rotational schedules lifted from the COVID-19 pandemic. Virtual learning options through Zoom and MS Teams continued.

The agency maintained routinely sponsored training initiatives over the year. Delegation training remained a priority for new hires, where 17 social workers attended Indigenous Perspectives Society virtually. There were two New Employee Orientation sessions which 32 new employees attended. Twelve new hires completed privacy training. VACFSS hosted sessions open to all staff on respectful workplaces. These training courses focused on emotional intelligence, the importance of assertive communication, setting healthy boundaries, working through emotional triggers, and practicing self-care to stay well in this work.

The agency is deeply committed to restorative child welfare practice, meeting and surpassing the Calls to Action of the Truth and Reconciliation Commission (TRC) and the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG). Practice-focused training included the BC Human Rights Tribunal as it pertains to child welfare services, Using Knowledge for Best Practices (Part 2) presentation on the National Inquiry into MMIWG report presented by the retired Honourable Judge Marion Buller, Chief Commissioner of the Inquiry, and How to Work with an Indigenous Governing Body *Tcwesétmentem* ("Walking Together").

VACFSS offered Leadership & Communication Essentials training. This 12-module in-person program offered individual employee development of mid to senior-level staff wishing to pursue a leadership role in the agency. The agency offered the last session to a cohort of staff unable to complete the training due to the start of the pandemic and a full cohort of new participants. A total of 19 staff attended make-up sessions or completed the full program.

## Labour Relations

HR continued to work collaboratively with BC General



Our Agency Update Meeting was held in person at the Musqueam Cultural Centre this year. Our goal in gathering together is to share our accomplishments and future projects and reaffirm our strategic priorities as an organization. When a VACFSS employee retires, we recognize and celebrate their years of service by presenting them with a Pendleton blanket.

Employees' Union (BCGEU). Discussions focused on bargaining, planning, and preparing essential service requirements for our programs in the event of labour action. Bargaining was intensive and continued for over 12 months before agreement and ratification were achieved in 2023 without strike action. The bargaining parties focused on protecting the services people depend on, improving healthcare and preparing for future challenges, and supporting a strong economic recovery that includes everyone. VACFSS implemented the applicable changes to the Collective Agreement upon ratification. VACFSS' Local Issues Agreement, finalized in the previous fiscal year, came into effect upon ratification.

## Occupational Safety and Health (OSH)

VACFSS' OSH program covers three operational sites and included employee work-from-home options in response to COVID-19 for a short fiscal year period before staff returned to the office and rotational schedules ended. The program includes comprehensive joint occupational safety and health committee members, emergency personnel, first aid attendants and ergonomic assessors. Meetings were held monthly at each location. All three sites met quarterly to review VACFSS health and safety policies, procedures, current incidents, and issues brought forward by staff. Monthly training in OSH was presented by program managers or their designate to their program or department.

The COVID-19 pandemic continued to impact the workplace; however, restrictions began to ease at the beginning of the fiscal year. VACFSS maintained a cautious approach to lifting orders to ensure the safety of staff as well as the vulnerable population we work with. A robust communicable disease prevention plan remains implemented and continues to be followed.

During the year, the agency focused on offering health and safety training to staff, including supervisors, managers, and joint committee members. VACFSS offered the following training: Workplace Violence Prevention and De-escalation training, Respectful Workplace, Ergonomics Assessment, Due Diligence for Supervisors, Earthquake Preparedness, and WHMIS. Core health and safety training will continue to catch up with those postponed during the pandemic to comply with health and safety requirements, VACFSS policy and Occupational Health and Safety Regulations.

### Wellness: Living a Healthy Aboriginal Lifestyle (LAHAL)

VACFSS is committed to its employees' health, wellness, and well-being. We recognize the challenging nature of the work helps experience in their roles while providing support to children, youth, families, and caregivers. The agency recognizes the importance of self-care as part of a balanced work environment and provides this through its Living a Healthy Aboriginal Lifestyle (LAHAL) wellness program.

Restrictions related to the pandemic were lifted, which increased program offerings. VACFSS was pleased to announce the re-start of the on-site chair massage sessions at our three sites. We also resumed noon-hour yoga using a hybrid model and then shifted to an in-person format. VACFSS supported employees wishing to participate in the 2022 Vancouver Sun Run by paying 50% of the registration fee when joining the VACFSS team. Workers who experienced critical incidents at work received peer support through the Critical Incident Stress Management (CISM), consisting of virtual and in-person sessions.

A primary support to all VACFSS staff under the LAHAL program is the Cultural Clinical Counselor, Elder. Our Elder continued to provide support, wellness, and healing in all aspects of the work, directly supporting employees

and the agency. The Elder provided services to all three VACFSS work sites virtually and in-person, which included 95 one-to-one counselling sessions, four CISM circles, and 23 other events for grounding and support. The Elder is also available to provide consultation and participate in larger discussions around cultural training or activity planned by a program, department, or agency, including grounding, brushing, prayers, and smudging. Staff in all programs highly value the Elder's work. The Elder also supported workers in developing and maintaining coping strategies during the pandemic and the opioid crisis.

In May 2022, VACFSS participated in its annual sage-picking event for the first time in two years. This year's event had the largest turnout, with over 60 staff, children, youth, and caregivers attending. There were also numerous ceremonies and cultural events offered to staff, including the Moosehide Campaign, the Red Dress Day gathering as part of the National Day of Awareness for MMIWG2S+, Musqueam's annual Burning Ceremony, National Indigenous Peoples Day, and the second annual National Day for Truth and Reconciliation. In recognition of the winter solstice, the agency held staff brushings coordinated by Elders and shared a meal to reflect on the year and show gratitude.

We anticipate increasing cultural teachings and opportunities in the coming fiscal year, including cultural immersion camps. 🙌



We had the privilege of participating in the 2023 Metro Vancouver Homeless Count. A total of 4,000 tobacco ties were prepared by our agency and later given to participants in the survey as a gesture of respect. This was an exciting opportunity to get involved and contribute, in a meaningful way, to addressing homelessness issues in our community. Vancouver's Indigenous population experiences homelessness at a disproportionate rate, so the count is critical for effective planning.



# QUALITY ASSURANCE

Nané Jordan

## Complaints and the VACFSS Client Concern Resolution Process

Quality Assurance (QA) aims to restore balance and harmony across our social working relationships with families, children, and in community. We welcome and support families by providing opportunities for trauma-informed interventions to restore relations and improve outcomes after conflict or the perceived absence of support.

QA received 28 complaints between April 1, 2022, and March 31, 2023. Of these, 12 complaints were eligible for the Client Concern Resolution Process (CCRP), 14 were ineligible, and two were unknown as the clients did not respond to the Quality Assurance Advisor (QAA). After a reduction in complaints during the first year of the pandemic, complaints have returned to levels comparable to those before the pandemic.

Of the 12 eligible complaints, 11 were closed before March 31, 2023. Six complaints were resolved at the local resolution stage. Five complaints were resolved with direct manager involvement and did not require a local resolution meeting. One complaint was left open for several months, per the families' timing and request to schedule a local resolution meeting at their convenience.

Twenty-six complaints were related to the Child Protection Program and two to the Guardianship Program. The complaints in four cases took over 60 days to resolve to accommodate families' needs. We met our policy guidelines in all other cases, where local resolutions took an average of 30 days. This CCRP process is grounded in the importance of relational engagement between the complainant and VACFSS. Therefore, the timeline for resolution may be extended to facilitate relational engagement and more complex meetings; for example, when a parent lives out of province in a remote location. To successfully resolve complaints, we continue to work within the framework of administrative fairness principles while supporting the voices of families.

One complaint led to a request for an Administrative Review, which was not completed as the parent was not reached by MCFD. In 2022, the Ombudsperson issued three investigation notices, but none in 2023. There have been no requests for reviews of care homes.

Most eligible complaints were related to families concerned about disrespectful and unclear communication with their social workers and social work teams. Instances of unclear communication include:

- ▶ Information shared insensitively with a parent.
- ▶ Parents feel confused or unsure about what is expected of them.
- ▶ Parents are uncertain about planning for moving forward.

As a theme heard across multiple sessions, parents are seeking a positive relationship with their social workers that is not solely focused on problems. Families want to be recognized for their strengths and what they are accomplishing in their healing journeys.

A significant number of complaints that are not eligible are related to family concerns regarding planning. Planning is a key concern across eligible and ineligible complaints relating to:

- ▶ Placements of children with family members or in VACFSS care homes.
- ▶ Participation in planning meetings as a family member.
- ▶ A desire to hold regular planning meetings.
- ▶ Obtaining timely information regarding the goals social workers identify as necessary to reunite families.

Eligible and ineligible complaints appear to be more complex with aspects of the federal legislation and rights-based concerns regarding documented history, e.g., child welfare, mental health, disability, socio-economic status, inclusion in planning, and systemic issues, including family caregivers needing financial support. Some recent local resolution meetings also

included multiple community advocates attending to support families' concerns. Many family members are aware of their rights under the federal legislation and assert their rights.

This brings us back to our quality assurance practice of welcoming and supporting families by providing an avenue for voices to be heard, felt, and responded to. This is a means of thinking critically about our practice and restoring relationships.

## Practicum Program

From May 2022 until the end of April 2023, six practicum students were placed in field education at VACFSS from three educational institutions, including Douglas College, Nicola Valley Institute of Technology, and the University of British Columbia (UBC). There were two additional students offered placements who declined for personal reasons. Of the six students placed, five identified as Indigenous, with the recent cohort of January to April 2023 students being all Indigenous.

These students were placed within the Child Protection, Collaborative Practice, Guardianship, and Child and Youth Engagement programs. All students have successfully completed their placements.

One student has been hired in the Guardianship Program, and two are applying to Child Protection. One student shared how VACFSS taught her about restorative practice in Child Protection and how it inspired her. Through the programs they participated in, several students expressed appreciation for the culturally informed programming offered at VACFSS. They also expressed appreciation for how their mentors demonstrated VACFSS' Indigenous Core Cultural Competencies and ways of knowing and being with families.

Mentors appreciate having students because it provides opportunities for leadership and teaching. In addition, it allows mentors to reflect on their own practice. Mentors also expressed a desire to give back to students what they had received during their own learning process. The caring leadership demonstrated by our VACFSS mentors has been noted and appreciated by both students and this QA Advisor. My sincere thanks go out to each of them.

QA continues to conduct outreach with our university partner programs, visiting schools to meet with prospective students and discuss our VACFSS Practicum Program. Among them was a recent practicum event at UBC attended by VACFSS, MCFD, and *Ayás Mérimen* members. During the practicum, VACFSS serves as an important Indigenous community agency that offers students opportunities to learn about restorative practices while offering future employment opportunities. 🙌



# CHILD PROTECTION

Donald Robertshaw

## Overview

Vancouver’s Indigenous community has demonstrated resilience in the face of challenges relating to the toxic drug supply epidemic, recovery from the COVID-19 pandemic, intergenerational trauma caused by oppression and racism, material poverty, homelessness, and the housing crisis. As we seek pathways to child safety and healing, we utilize the circle, Elders, culture, ceremony, and community to come into relationship with our families.

VACFSS is responsible for child protection (CP) and family support (FS) services with Indigenous children, youth and families living in Vancouver. VACFSS’ restorative child welfare policy *Keeping Our Children Safe*, guides and grounds our work with children and families.

CP social workers receive their mandate to carry out duties under the legal authority of the *Child, Family and Community Services Act (CFCSA)* and with the endorsement of the Indigenous community to ensure that Indigenous children are protected, and families are supported. As an Indigenous agency, we look for innovative methods of providing safety within the child’s circle of belonging and connection. CP is guided by the five core VACFSS values of integrity, belonging, humility, respect, and strength-based practice.

In situations where children are determined to be at risk, CP prioritizes the least intrusive measures and kinship placement options to keep children safe. Ongoing access to the parent within the VACFSS *Access* policy is fundamental to keeping children connected. The overall goal of the CP Program is to support and facilitate pathways to healing. These pathways to healing begin with worker engagement, collaborative practice, in-house Elder, family preservation workers and gathering the families’ circle of support.

Our services are delivered by gathering a strong circle

of support around the child and the family through one of the collaborative pathways. This is done by providing practical support, concrete resources, and cultural connections to ensure children are safe and with their families. Additionally, CP receives, assesses, and investigates child abuse, neglect, or exploitation reports. Typically, reports are evaluated using a family development response model focused on collaborating with families to address safety concerns in the best interest of their children.

## Opioid Crisis

Our families continue to be affected by the toxic drug supply (including fentanyl and carfentanil) and opioid dependence. According to Lisa Lapointe, chief coroner of BC, our province has six deaths per day, and a greater number of people suffer serious health consequences due to an unpredictable, unregulated drug supply (*Toxic-drug supply claims nearly 2,300 lives in 2022: BC Coroners Service, 2023*). Among the unnatural deaths in British Columbia, drug toxicity continues to be the leading cause. According to Dr. Nel Wieman, acting chief medical officer at the First Nations Health Authority, there have been more First Nations deaths caused by illicit toxic drug poisonings than by COVID-19 in our province.

Our families using fentanyl have amplified mental health and behavioural challenges. Additionally, fentanyl has resulted in relapses, serious overdoses, and fatalities. Parents, children, and the professionals involved have experienced grief and loss. As a result of the alarming impact of this drug, children have entered care or been placed with family members and the community. Compared to other illicit substances, fentanyl and carfentanil produce a high significantly more extreme. According to a community-partner physician who works with families on the Downtown East Side, people exposed to fentanyl are now seeking out the drug and becoming addicted to overdosing.



This past fall, we had the pleasure of welcoming Minister Mitzi Dean to our Child Protection and Family Services office to discuss the successes of the program and the challenges in the child welfare system. We thank Minister Dean for her visit to learn more about the restorative and preventative practices that we are evolving.



Our tradition is to honour service providers (staff and community partners) with 20 or more years of service to the community by blanketing them. We are pleased to have gifted the Minister with a replica of a woven blanket made exclusively for VACFSS by master weaver Deborah Sparrow from Musqueam Nation. Deborah explained that each piece of weaving is unique and is inspired by the intention of the recipient. She believes that her inspiration comes from her ancestors.

## Staff Development

During this reporting period, the primary strategic priority for CP was to provide restorative child welfare clinical support for families, restorative staff supervision, and expedite the delegation process for new workers.

This was achieved through a three-pronged approach. First, the CP Program was reviewed and restructured. Second, the restorative supervision model was fully implemented; and third, an internal audit was conducted to verify documentation and meet practice standards.

This initiative has resulted in consistent supervision and increased availability for team leaders.

The presence of two Practice Managers increased the time available for discussions of complex family situations. The Operations Manager could focus on the program's administrative aspects and community partnerships.

The training on restorative supervision was delivered to staff, supervisors, and managers. The staff appreciated that the restorative supervision emphasized personal wellness, participation in the community, and practice as areas of focus. The team leaders maintained their focus on meeting immediate child safety needs and having robust consultations with staff on restorative supervision on a regular basis.

## Requests for Service and Reports Received

The CP Program's yearly activity reports derive from two main sources: reports received and ongoing case file management. This section focuses on the reports received during this past fiscal year. CP reports occur when new families gain the program's attention, and the Intake Team primarily assesses these new families. CP also receives reports on families the program is already involved with, which are assessed predominantly by the Family Service Teams. Reports for support services are coded as Service Requests (SR), while reports of suspected maltreatment of children are coded as Incidents.

CP reports are further categorized into concerns requiring an Investigation (INV) or concerns involving a Family Development Response (FDR). Investigations are required for more immediate and severe cases where a parent may not be willing to engage. An FDR is a protection response available when parents are willing to work collaboratively with the social worker to mitigate identified safety concerns.

As a result of using FDR responses, social workers can provide services for a longer duration, as well as collaborate with families on child safety planning using a restorative practice approach.

CP is committed to mitigating issues related to poverty that may result in neglect for children. This is in accordance with the federal *Act respecting First Nations, Inuit and Métis children, youth and families*. When providing services to children and families, socioeconomic factors must be considered, such as poverty, lack of adequate housing or infrastructure, or the health status of the child's parent or caregiver. As a result, families living below the poverty line are provided with support and funding to assist them with concrete needs such as housing referrals, furniture, clothing, food, and other basic necessities.

We aim to mitigate these concerns by offering additional services from the Family Preservation and Reunification Program, assistance in obtaining mental health and special needs services, as well as referrals to community partners such as Warriors Against Violence, the Aboriginal Infant Development Program, and various other programs that support the well-being of families.

## Out-of-Care Options (OOCO)

One of the key initiatives of the CP Program is using the least disruptive measures and out-of-care options (OOCO) homes to support parents by placing their children with extended family or members of the community. 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 unable. 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 unable to resume care when the time frame expires, s. 54.01 of the *CFCSA* allows for the permanent transfer of custody of the children to a proposed guardian with whom the child has a significant relationship and/or a cultural connection without needing a continuing custody order and the child coming into care.

Our OOCO Program is an integral component in our effort to continue promoting the least intrusive measures in keeping children safe and utilizing alternatives to care. The use of alternatives to care continues to be a key priority for the program. Supporting OOCO caregivers in their efforts to address the needs of children provides an opportunity to improve the lives of many children who have already experienced trauma and are at risk of entering the foster care system.

For the current reporting period, 147 children received services under the OOCO and s. 54.01 program. Of the 147 children, 30% (44) are placed under the provision of Kith and Kin or Extended Family Program (previously known as Child in Home of Relative Program or CIHR), and 18% (26) are placed under court-ordered OOCO. Fifty-two percent (77) are placed under s. 54.01. Of these 147 children, 22% (32) are aged 0-5, 47% (69) are aged 6-12, and 31% (46) are aged 13-19.

With an emphasis on the least disruptive measures and the alternatives to care as a vital component of restorative practice, it is anticipated that the OOCO Program will continue to be used as an alternative to care. Currently, 110 homes are located throughout the province where children are cared for by their extended family or community members. Due to the geographical distance of these homes, support is sought through joint case management with other Delegated Aboriginal Agencies and/or MCFD.

## Children in Care

As of March 31, 2023, 107 children were in care with the CP Program. There were 19 Voluntary Care Agreements (VCA) this year. Voluntary Care Agreements and Special Needs Agreements are used as a less intrusive measure to child removal. During this reporting period, 66 children were removed, a slight increase from last year; however, this is still a significant decrease from previous years. The previous child removal rates were: 54 (2021), 56 children (2020), 68 children (2019), and 89 children (2018). This slight increase in child removal may be due to the ending of the COVID-19 pandemic, where family contact with community members was significantly limited.

The circumstances surrounding the removal of children were related to immediate safety issues where parental care posed a significant risk to the safety and well-being of the child. In most cases, parental capacity was significantly reduced due to substance misuse and domestic violence.

A continuum of least intrusive interventions was utilized, including:

- ▶ Engagement with parents to identify concerns regarding children’s safety and parental remedies.
- ▶ Safety plans that addressed the concerns were signed by the parent(s) in cases where the children remained in the family home.
- ▶ Court-ordered supervision orders where children remain in the family home.
- ▶ Safety plans where the child(ren) was placed with family or friends while the parent(s) addressed immediate child safety issues.
- ▶ Out-of-care child family placements, where children are placed with extended family members.
- ▶ VCAs where children are placed with parental consent in a foster home.
- ▶ Removals where the preceding interventions cannot remedy a child’s immediate and life-threatening safety.

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Children in Care	116	131	130	138	165	141	117	93	107
Removals	94	114	87	87	89	68	56	54	66

As of March 31, 2023, eight children under a Continuing Custody Order (CCO) status were transferred to the VACFSS Guardianship Program. With the use of OOCO, it is anticipated that the file transfer rate to Guardianship will remain at a lower number as more children are having long-term placements with extended family or community members.

## Collaborative Practice and Culture

The Collaborative Practice team receives a large volume of referrals for facilitated meetings predominantly from the CP Program. The CP Program has prioritized case conferences for child safety issues, including extended family placements and reunification.

There were 11 Family Group Conferences, 118 Family Case Planning Conferences, and 36 mediations facilitated predominantly by Indigenous mediators. These figures reflect completed collaborative practice meetings during the fiscal year of April 2022 to March 2023.

The CP Program continues to offer cultural support to families served. Currently, the CP Program is accessing support from the VACFSS Cultural Coordinator and community Elders. Restorative practice relies heavily on Elder knowledge and guidance, as strengthening Indigenous identity and traditional parenting practices are essential to healing. Traditional teachings and culture instill a sense of belonging and provide a connection for people who have been disenfranchised through colonization. Reclaiming language, ways of being, traditional knowledge, and guidance through Elders’ wisdom can provide a strong pathway for gaining a sense of self-worth and self-esteem.

Elder participation is particularly important to Indigenous families because of the complex trauma they have experienced because of colonial history and assimilation policies. These policies include residential schools, foster care, cultural genocide, and other historical atrocities that have resulted in current challenges. Our Elders continue to guide to strengthen our cultural grounding so that we can better serve families.

At CP, ceremony plays an integral part of the program.



*This past year, our Child Protection and Family Services office at 2020 Yukon Street had an exciting opportunity to participate in the Vancouver Mural Festival (VMF). In collaboration with VMF, VACFSS engaged three artists to work with us, Jonas Jones from Átsnach and Sk̓w̓x̓wú7mesh Úxwumixw, Calvin Charlie-Dawson/Ts’kanchtn Ts’kanchtn, of Kwakwaka’wakw and the Sto:lo Nations, and k̓w̓’alasaltan Mack Paul from x̓w̓m̓əθk̓w̓’əy̓əm.*

*The wrap mural “Unity of Culture” features the artwork of these three artists on each wall.*

*In Calvin Charlie-Dawson/Ts’kanchtn’s mural on the West wall, we see a Coast Salish-style canoe used by the Squamish people. Upon the canoe, there are three symbols: a wolf for the Tsleil-Waututh Nation, a Salmon for the Musqueam Nation, and a Thunderbird for the Squamish Nation.*

*The South wall mural by k̓w̓’alasaltan Mack Paul represents the stal̓w̓ (river) which the x̓w̓m̓əθk̓w̓’əy̓əm (Musqueam) people have traveled on since time immemorial. The six faces symbolize the moon and its relationship with the water as well as the community.*

Honouring our Sacred Bundles is a significant event that brings together infants in care with their parents, family members, caregivers, and helpers (including social workers). CP also supports Homecoming Reunification Ceremonies where parents are honoured for their perseverance, continuing their healing journey and completing the required steps to have their children

return home. Due to the COVID-19 pandemic, no ceremonies were held during this reporting period. Honouring our Sacred Bundles Ceremony and Homecoming Reunification Ceremonies are planned for the next reporting period. 🙏



# FAMILY PRESERVATION & REUNIFICATION

Doris Peters

## Overview

The Family Preservation and Reunification (FPR) Program provides a continuum of home-based, culturally grounded, and goal-orientated services to families served by VACFSS' Child Protection, Guardianship and Resources programs. The purpose of these services is to prevent children from coming into care and to promote lasting family reunification. By standing with families, the program helps families to:

- ▶ Engage consistently with the child welfare system
- ▶ Strengthen connections to culture and community
- ▶ Access community resources to meet basic needs such as safe housing, medical care, and food security
- ▶ See their children as sacred bundles and themselves as sacred life-givers
- ▶ Improve parenting confidence and abilities
- ▶ Strengthen relationships between families and children placed out of their homes
- ▶ Increase understanding of historical, intergenerational, and personal trauma, and promote healing

## Our Practice

The FPR Program supports families to connect to their Indigenous culture and to strengthen their identity and self-esteem. It works with culturally based and holistic healing approaches to address physical, mental, and spiritual needs. It seeks to support the Indigenous beliefs, values, cultural practices, and resources identified by the family as meaningful.

We take pride in our practice as we support, guide, and walk alongside families at their most challenging times. We develop and build rapport and relationships with

families through strength-based and trauma-informed practice. It is this foundation of trust that families allow us into their homes and lives. The direct service hours for our family preservation counsellors (FPC) over the past five years have fluctuated due to staffing level changes within our program. Direct service hours were 4990 this year.

FPCs work in close partnership with the family and referring worker on mutually agreed goals that support planning by the referring worker to increase child safety, preserve and reunify families, strengthen the four dimensions of permanency, support inclusive caregiving, and carry out their mandate under the CFCSA.

Typical areas of concern that families experience and FPCs can assist with:

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

## Referrals

Over the past year, the number of referrals has remained relatively constant, with a small decrease of five referrals. Each FPC supports an average of 13 families. Our team has been working closely with other programs to ensure new referrals are assigned immediately. A maximum of four weeks has been the wait time for families when there is no FPC available. We continue to focus on caseload



Since 2001, VACFSS has participated in an annual sage-picking event on the traditional territories of the *Nlaka'pamux* and *Syilx* Nations in partnership with our friends, Elders, and Knowledge Keepers from the Conyat Friendship Society. This past year, our children, youth, and caregivers joined us for an incredible day together. Smudging using sacred medicines, like sage and tobacco, is a centuries-old practice of Indigenous communities and is still practiced today to help people participating in ceremonies and teachings.

management, best fit, and direct service hours when assigning new families. In addition, we are monitoring the length of service in collaboration with the Child Protection team. Referrals have fluctuated from 128 in 2018/2019 to 81 in 2023.

## Strengthening Groups

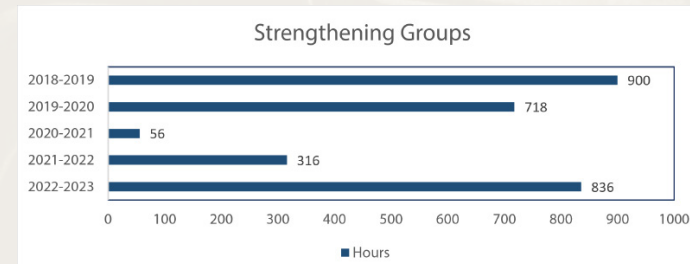
The Strengthening Groups continue to be well attended and received. The groups run three times a year, and each period includes one Strengthening Families and one Strengthening Fathers group. The Strengthening Groups are 11 weeks long, and the expectation of families is that they attend at least nine of the 11 group sessions to receive a certificate. Each group starts their night with a dinner which allows the Early Childhood Educators and the facilitators to observe family interactions, and more importantly, it allows the family to connect with one another and the other families in the program.

All the men in the Strengthening Fathers group completed the program. There were three men who repeated the program from the first to the second group, and two from the second to the third group.

The men who reattend are often role models who are more comfortable speaking about their experiences. They allow new participants to gain confidence and get comfortable in the group. Six of the nine participant families received a certificate in the first Strengthening Fathers group, nine of the 13 fathers in the second group, and six of the nine families in the last group. The average graduation rate for Strengthening Fathers was 67.7%.

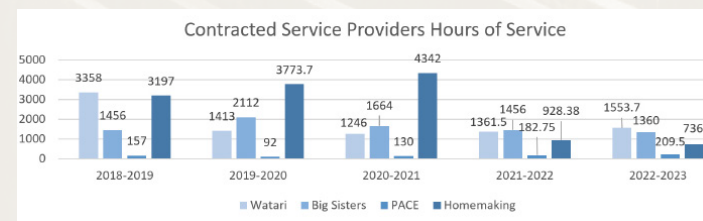
In the first Strengthening Families group, nine of the 19 participant families received a certificate, 11 of 15 families in the second group, and nine of the 12 families in the last group. The average graduation rate for Strengthening Families was 63%.

The hours of service for the groups this year are higher than last year because children were included in this year's groups and were not included last year due to COVID-19 precautions.



## Associated Services

Associated services describe the services contracted out to other agencies. Contracted services include transportation to facilitate family visits, access supervision, therapy for children 0-7, doula support for moms who are pregnant or who recently gave birth, intensive one-to-one support for youth, child care homemaking, and Big Sisters provides a set number of matches per year that is outside of their regular waitlist.



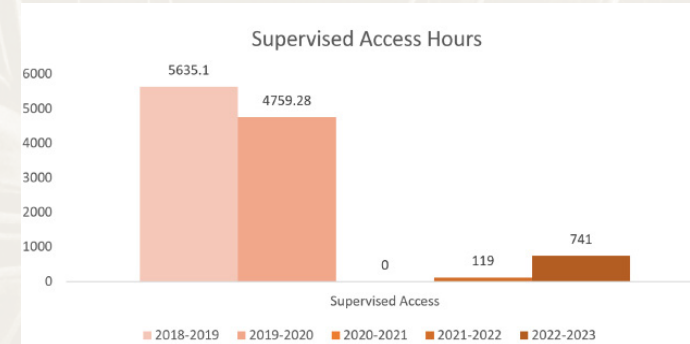
## Supervised Access

Our supervised access hours have remained relatively consistent over the years. Supervised access is provided to families during their visits. Supervised access can occur in a variety of places, including home, office, in the community, and in the space of a community partner.

Over the last while, we have equipped and refreshed the family visitation rooms with toys and family interactive activities such as books and games. Our staff are scheduled to remain nearby during some scheduled visits to provide support and assistance as needed. This fiscal year we have hosted approximately 274 visits for families.

Atira provides therapeutic access, and visits occur in a home-like environment with a facilitator who provides

coaching and guidance to strengthen the relationship and attachment between the parent and the child. This service is for children aged 0-4 and their moms to nurture and guide the parent/child relationship.



As part of its commitment to restorative practice, VACFSS works to support concrete strength-based, graduated, and supportive client engagements. The team reviews transportation monthly.

## 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

1. To implement the Family Preservation and Reunification policy, *Standing with Families*, to ensure consistent and quality services are provided to our families.
2. Continue to work collaboratively with the other programs and work cohesively to provide the best services to our children, youth, and families. Specifically, we continue to meet regularly with other programs to discuss, assign and prioritize referrals, troubleshoot, and address conflict and communication. We have established a CP/FPR



Resolution Protocol for conflicts related to clinical practice and a cross-program complaint follow-up process. We hope to improve collaboration by embarking on joint program training and regular joint team gatherings.

3. Implement the Family Preservation Core Training Series for 10 half-day sessions per year to provide focused, relevant training so the FPCs can provide consistent, quality services specific to the identified risks that families face and the therapeutic focus of the program.
4. Implement a feedback and evaluation process for

Strengthening Families, Relatives, and Fathers, Honouring our Sacred Life Givers and Circle of Security groups for program improvement and efficiency.

5. Ensure that data and statistics are gathered and reported in a standardized and consistent manner so the work with families is appropriately documented and engage with the data and statistics in a meaningful way to tell the story of our inspirational work with families in a way that informs and guides our practice.
6. To plan forward to launch our research which will help guide the direction of our practice. 🙌



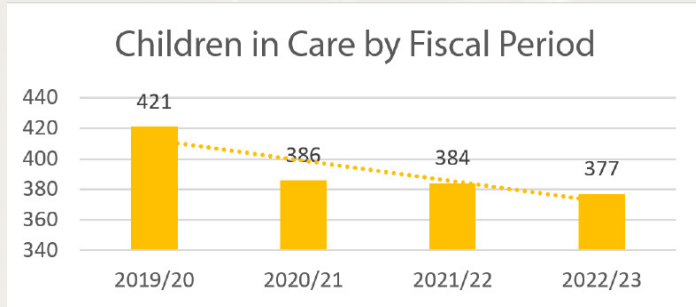


# RESOURCES

Nazeem Ratanshi

## Overview

The mandate of the VACFSS Resource Program is guided by the philosophy that children remain connected with their parents, extended family, and community while in care. The Resource Program staff strives to ensure that the continuity of significant relationships for children is maintained when placed in foster care, consistent with VACFSS' *Inclusive Foster Care* policy. During the fiscal period, the Resource Program supported an average of 377 children in care in 142 foster homes at the end of March 2023. This represents a decline in the number of children placed in foster care year-over-year. Across all VACFSS programs, reducing the number of children in care remains a key priority of restorative policy and practice consistent with the Truth and Reconciliation Commission's Calls to Action for child welfare. As noted in the child protection report, there has been a corresponding increase in children in out-of-care provisions.



## Placement Type

The placement type consists of the following categories: 33 kinship family care homes, 43 child-specific placements, 31 level-one caregiver homes, 43 level-two caregiver homes, 33 level-three caregiver homes and 21 group home placements. The number of Indigenous caregivers is 37 for the current year and remains unchanged from the prior year.

## Caregiver Appreciation

Due to the COVID-19 pandemic, we did not host our annual caregiver appreciation event. Instead, our CEO and Resource Team Leader attended the home of each long-term caregiver and celebrated a distinguished number of caregivers to honour them with a long-term service award. The Resource Team Leader and CEO visited caregiver homes to honour caregivers for their exemplary service milestones. The long-term service recipients honoured are as follows: four caregivers received a five-year service award, three caregivers received a 10-year service award, four caregivers received a 15-year service award, two caregivers received a 20-year service award, three caregivers received a 25-year service award, one caregiver received a 30-year service reward, and one caregiver received a 35-year service award.

The 25-year recipients were gifted with a silver paddle pendant carved by David Neel Studio. The 30- and 35-year recipients were blanketed with a Pendleton Blanket. All other caregivers were celebrated by their Resource Social Worker, who hand-delivered appreciation gifts. We raise our hands to recognize all our caregivers and give special acknowledgement to those who have made a significant long-term commitment to caring for our children and embracing our *Inclusive Foster Care* policy.

The program continues to strengthen and enhance activities focused on family and cultural connectedness. The 2022 annual VACFSS Cultural Caregiver Camp resumed in person at Cates Park in North Vancouver; over 100 participants attended the event. The event included cultural activities and teachings, crafts, cooking, Indigenous storytelling, an animal puppet show sharing Indigenous teachings, and a live dance/music performance by the Louis Riel Métis Dancers.

## Respite

Respite is the provision of short-term alternate care for children outside of their family home, up to 14 days



Last year we hosted our Caregiver Cultural Day Camp in person for the first time since the COVID-19 pandemic was declared in March 2020. The camp was held at Cates Park in North Vancouver and activities included canoeing, the *Wiwip'son* Indigenous Therapeutic Swing, happy stick making, Indigenous plant teaching & shelter building, and drum-making.

per month. Parents have opportunities to engage in restorative healing and community support services actively, thus minimizing the factors contributing to children entering the care system. The provision of respite care to families referred by the Child Protection Program continues to be a priority in the Resources Program. Respite is a preventative-based essential service required to keep children from coming into care. We have seen a sharp increase in respite referrals due to an increased need for parents to receive a break from parenting.

A total of 91 children received respite services in 2021/22. This year the total number of children receiving respite services decreased to 51. Of the 51 children, 27 received respite through Strive caregivers, five through MCFD, and 19 through VACFSS caregivers. A greater reliance on Strive child-specific homes to provide respite continues to be required due to the increased demand for referrals from the Child Protection Program in line with the federal legislation, *An Act respecting First Nations, Inuit and Métis children, youth and families*.

We continue to face a shortage of available respite homes for families who need this preventative service, including limitations of available VACFSS family care homes that

can provide respite care. Respite is provided through a combination of Children's Corner Respite Home, Strive, partner agencies, and within our current network of caregiver homes. The number of respite referrals continues to increase; however, the number of available respite homes is inadequate to keep up with the growing demand for respite services. As a result, the Resource Program has applied to Indigenous Services Canada to fund respite homes under Jordan's Principle adequately.

## Enhanced Services and Protocol Agreement

Under the leadership and vision of our CEO, we are very excited to report the implementation of a signed Protocol Agreement with MCFD in four service delivery areas for 202 children in care who are residing in our expanded placement area (EPA), consisting of the following regions: South Fraser, North Fraser, East Fraser, and Coast North Shore. This agreement enables VACFSS to ensure the continuity of high-quality services for all children in care, regardless of where they reside.

VACFSS has requested access to specialized services for children and youth residing in the EPA based on the principle that children and youth should be able to



access the MCFD-specialized service lines where they reside. For the purposes of this agreement, specialized services include Child and Youth Mental Health (CYMH), Youth Justice (YJ), Early Years, Adoption, and Youth Services, which will be accessed on an as-needed basis. Access to additional service lines will become more formalized through the practice gained in implementing this agreement and will be guided by Jordan’s Principle.

Based on the reasonable proximity for VACFSS to provide continuity of service to the children and youth placed within the Lower Mainland, it was determined that VACFSS could maintain full guardianship responsibility for children and youth residing within the EPA. The table below identifies the average number of children placed in caregiver homes in the SDA they reside within.

Service Delivery Area	Number of Children
East Fraser	4
Coast North Shore	18
North Fraser	70
South Fraser	110

## Resources Budget and Expenditures

The program budget remained relatively similar over a three-year period. For the fiscal year 2020/2021, the overall program expenditure was \$24,907,333. For the fiscal year 2021/2022, the overall program expenditure was \$20,447,612; for the current reporting period, the overall program expenditure is \$24,058,183. The main

factor for this fluctuation continues to be attributed to the use of child-specific contracts to meet the complex care needs of children in both temporary and continuing care. For this fiscal period, there were 43 child-specific placements which represents an increase from the prior fiscal period.

## Program Challenges

Consistent challenges for the program include meeting the request for new emergency placements from the Child Protection Program, providing long-term care for children and youth with special needs and maintaining overall optimum levels of family care homes to meet the need for placements. A focus for the program for next year will be the recruitment of additional caregivers to meet the emergency placement needs as they arise so that children can be placed within a family care home, including enhancing our network of kith and kinship care homes.

## Aboriginal Children’s Villiage

The Dave Pranteau Aboriginal Children’s Villiage (located in East Vancouver) continues providing safe, community-based housing with 11 foster homes and three youth suites. We acquired one additional suite within the Children’s Villiage to provide a new resource for older children and adolescents, including the use by out-of-care caregivers and emergency placement and to provide temporary housing for families involved with the Child Protection Program. During the pandemic, this suite



was largely preserved for pandemic-related emergency placements.

## Program Goals

For the next fiscal period, we will continue to focus on the following areas, including:

- ▶ The retention and support of caregivers, including specialized care that addresses the need for ongoing skill development and training for caregivers.
- ▶ A growing need for respite services for children as a preventative measure to provide alternatives to bringing children into care.
- ▶ Continue to enhance foster caregiver recruitment applicants through increased community engagement now that pandemic concerns have receded.
- ▶ Continue to recruit extended family and community members to provide kith and kinship care.

My hands go up to all our children, youth and families, our program staff and all our contracted community partners for their dedication and resilience in overcoming the pandemic’s challenges. We continue to see opportunities to move forward with our strong partnerships and restorative relationships.

Our commitment to cross-program collaboration across the agency has resulted in children remaining at home

with their families with the provision of respite services. We enhanced the well-being of children in temporary and continuing care by fostering relationships with their parents and families and successfully transitioning children home through permanency planning and reunification where possible.

I deeply appreciate leading the Resources Program as we look to fill the vacant Resource Manager position. I am honoured to work with our program staff to uphold 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 urban Indigenous children and youth in care. We provide delegated guardianship services that are grounded in a commitment to the Calls to Action for child welfare of the TRC’s Final Report, the recommendations from the MMIWG report, and aligned with the principles of the *Act respecting First Nations, Métis and Inuit children, youth and families*. We provide a restorative practice approach that emphasizes relationship-based social work and trauma-informed practice. Our work focuses on developing holistic care plans with an emphasis on connection to family, community, and culture and a view to permanency. Our approach to practice situates the child in the center of their circle, surrounded by support from family and community.

The Guardianship team holds a shared vision of first reducing the number of Indigenous children in care through a commitment to developing child-specific lifelong connection plans with an emphasis on returning to family, extended family, and community. Secondly, to ensure that our children leaving the care system have a strong Indigenous identity and a leadership vision for their future.

Guardianship is proud to have staff with an average of eight years of service in the program and the leadership team holding an average of 13 years. This continuity allows us to develop meaningful and long-term relationships with our children and youth and hold a high-practice experience.

## Outcomes for Youth Aging into Community

It has always been Guardianship’s practice to continue supporting youth informally post-19 based on our relationship-based practice and acknowledging an Indigenous youth’s vulnerability leaving care. With the development of the provincial mandate to support

youth beyond 19 years of age, we formally enacted a policy written in partnership with the Youth Advisory Committee. This policy enshrines our relationship-based practices and continues to assist youth in navigating the first few years of adulthood after 19.

Currently, Guardianship is supporting 23 youth post-19 on temporary housing agreements or temporary support agreements, supporting them to stay in the residence they were living in when they turned 19. We continue to work with these young people to develop strong transitions to adult supports post-secondary institutions and support them in achieving their goals.

## Permanency Within A Child’s Circle

Indigenous children have the right to maintain strong and meaningful relationships with their families, communities, and mentors. Concerted efforts are made to protect these connections and support a child’s journey back to placement with them. One in five children in our care are formally placed in kith and kin placements with relatives. This demonstrates our commitment to restorative practice and our belief that Indigenous children have an inherent right to be with their family and community.

In alignment with the board’s strategic priority and the Calls to Action from the TRC, Guardianship has developed a strong and concerted practice approach to return children to their circles and to seek legal permanency – effectively moving children from Continuing Custody Orders. Permanency planning begins with a return to family, extended family, or Indigenous community. Guardianship views permanency planning through the lens of four quadrants, relational, physical, cultural, and legal. Through these lenses, a plan is reached by consensus, including everyone in a child’s circle and, importantly, the family and nation.

Planning is tracked through the Lifelong Connections Coordinators, and meetings are held monthly with social workers to consult and update planning. Our practice



highlights the importance of planning for permanency in partnership with nations and communities. This year, we travelled to Edmonton, Alert Bay, Bella Bella, and Bridge River to engage in permanency planning dialogues. Permanency plans are developed and moved forward through strong collaboration with members of the child’s circle, family, and communities. Tracking mechanisms are in place as children navigate returns to family or formalize already-established kinship ties in the child’s circle.

## Cultural Journeys

Guardianship is committed to the principles of the *Act respecting First Nations, Métis and Inuit children, youth and families*, and working in partnership with nations to plan for their children. We have been formally engaging with several nations where we have a cohort of their children in our care to review annual planning in partnership.

As part of this process, we hosted Wet’suwet’en, Lake Babine Nation, and Heiltsuk Nation in person and engaged Lil’wat Nation, Gitksan Nation, and Siksika Nation virtually. Together, we discussed planning in the best interest of their children and took concrete steps to strengthen the child’s cultural identity.

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 and strong positive urban Indigenous identities. This work is supported by all our social workers and coordinated by our Lifelong Connections Coordinators.

## 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 Youth Advisory Committee (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 and presenting at Douglas College and the University of British Columbia (UBC). In the fall, YAC presented at the National Youth Advisory annual meeting in Québec to highlight their perspective of sitting on an Indigenous advisory committee.

As per their strategic plan, the youth have chosen to focus their initiatives on advocating for comprehensive support as youth leave care and age into community and mentorship opportunities for all children and youth in our care. This year, YAC has been through a series of consultations as support post-19 continues to be expanded by MCFD. YAC appreciates this level of engagement, ensuring that all new initiatives hold the voices of Indigenous youth in and from care.

Last year, YAC launched a pilot of the SIBS (Supportive Indigenous Brothers and Sisters) Program designed to provide mentorship and community to children and youth in the Guardianship Program by YAC or other young leaders in the program. Ensuring young Indigenous youth have Indigenous role models with care experience is a priority for YAC. This program aims to create a sense of community and resilience among younger youth in care. YAC is looking forward to expanding this program in the upcoming year and has several exciting outings planned.

### Culturally Relevant Urban Wellness (CRUW)

VACFSS' Culturally Relevant Urban Wellness (CRUW) is a

thriving program that supports urban Indigenous youth by providing them opportunities to connect with the land, cultivate and harvest medicine, engage in wellness activities, and learn from Knowledge Keepers and Elders. In 2022, the program completed its twelfth cycle.

The CRUW Program takes place on the unceded territory of the Musqueam People, in the *xʷc̓ic̓asəm* Garden at the UBC Farm. The garden's traditional *xʷm̓əθkʷəy̓əm* Musqueam name is a *hən̓q̓əmin̓əm* word meaning "the place where we grow." The *xʷc̓ic̓asəm* 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 *xʷc̓ic̓asəm* 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. The success of the CRUW Program can be attributed to 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. In the *xʷc̓ic̓asəm* 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. Youth learn to cook, process, and preserve their yields during harvest. Non-edible plants are transformed into medicinal teas, salves, and other products.

Youth learn about the variety of plants they grow and harvest and can use them in food preservation, baking, and cooking workshops. These workshops included traditional food practices and teachings, led by Indigenous Knowledge Keepers and youth from Musqueam and other nations. Youth and mentor relationships create a sense of community within CRUW, as demonstrated by the fact that all this year's group leaders are former members of the program. In addition to cultural and traditional workshops, the youth also participated in workshops pertaining to healthy relationships, mental health support, and sexual health and identity.

### Children's Engagement, Gathering the CIRCLE

CIRCLE (Children's Indigenous Rights, Culture, and Languages Education) is grounded in the idea 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. 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 appropriate while incorporating cultural teachings and practices from nations across Turtle Island.

CIRCLE entered its sixth cycle in 2022. The program is provided after school hours so that children and youth can engage with the Knowledge Keepers and April Bennett,

the resident Elder. This creates a sense of community. CIRCLE offers a variety of activities, including drumming and singing, land-based teachings, growing plants at home, Metis jigging, seasonal celebrations, painting, making medicine pouches, and moccasin making. 🙌



# FINANCE & INFORMATION TECHNOLOGY

Greg LeBlanc

## Overview

For the year ended March 31, 2023, the Society's net assets declined by \$783,131. They are materially the same as the budgeted amount anticipated for the year, with a total reduction of cash and receivables of \$426,500.

Increases in funding-related receivables and prepaid expenses negatively impacted cash due to long-term contractual agreements for information technology (IT) support and services.

The costs associated with children-in-care and Residential Resources have continued to rise, resulting in increased funding in accordance with the Standardized Funding Agreement. The Ministry of Children and Family Development (MCFD) has approved increases in caregiver rates by 25-40% across the various categories. Such costs will be more evident in future years. Funding for such increases has lagged; however, VACFSS is well positioned to carry these cost increases in the short to medium term until the funding contract is modified to reflect such increases.

Inflationary factors impact food costs, transportation, travel, and staff-related support costs. This is evidenced throughout the financial reports and explains a general increase in expenditure within each area.

## Society Financial Summary

Revenue for the year ended 2023 increased by \$2.5 million from the 2022 fiscal year to \$45,327,594 (2022 - \$42,816,977), and expenses increased by \$3.7 million to \$46,110,725 (2022 - \$42,393,529).

The increase in revenue corresponds with an increase in direct program costs of \$2,415,936, made up primarily of child maintenance costs related to child-specific placements of \$1,405,982 (2022 - \$24,067,355; 2023 - \$25,473,337), and increases in program salaries of \$641,168 as per negotiated increases in collective bargaining.

The Collective Agreement for the period April 1, 2022, to March 31, 2025, was finalized at the end of the fiscal year of 2023 and brought changes to the Society's wage structures. Negotiated wage increases of approximately 3.74% retroactive to April 1, 2022, and a retention payment for Delegated Aboriginal Agencies, which resulted in wage cost increases of \$684,037 for the fiscal year 2022-2023.

Child-in-care maintenance-related costs increased by \$1,406,000 primarily due to general cost increases and decreasing availability of home placements for children. This child placement-supply issue is being addressed by MCFD by increasing childcare rates between 25% to 45% in the 2024 fiscal year. This, combined with inflationary impacts and other cost pressures in the Lower Mainland, is likely to continue.

IT costs are steadily increasing due to an industry shift towards "software as a service" and heightened security risks. VACFSS continually improves the stability and security of IT systems. An external review of compliance with industry standards has shown that VACFSS meets the requirements in this area. Trends and risks are carefully monitored, and VACFSS complies with these standards. Funding for IT is limited and insufficient for the agency's needs. Still, the focus on monitoring has mitigated any potential risks. The systems and related security are sound and functional for the needs of the Society and users of the IT systems.

The operational impact on the agency's net assets resulted in a reduction of \$783,131, of which amortization comprises \$317,231, all of which were anticipated within the annual budget.

The agency is in a healthy financial position to handle the cost increases expected in the short and medium term.

## Guardianship and Resources

MCFD funding increased from \$5.1 million in 2022 to \$6.5 million in 2023. This results from funded increases in child-in-care costs of \$245,600 and the application of deferred cultural funding of \$494,800 due to increased cultural activities in the year. Youth transition funding of \$172,000 was received for the year 2023. Interfund allocations for Guardianship child-in-care maintenance costs make up the remaining difference in the revenue increases.

Client travel costs doubled from the previous year partly due to the relaxation of COVID-19 restrictions and other inflationary-related transportation costs in the year.

As discussed in the Operational Summary, wages have increased by approximately \$250,000 due to the Collective Agreement negotiated increases and retention payments. Other costs have remained consistent over the years.

## Infrastructure

Infrastructure funding is based on a percentage calculation of wage funding and operational costs as identified in the Standardized Funding Agreement. The wage increases discussed in the Financial Summary provided additional funding over the base funding provided to meet the functional agreements with MCFD contracts.

Revenue increased by \$124,000 due to modifications to related wage increases in Guardianship/Resources and Child Protection. Other income increases were the result of additional returns from invested funds due to a sharp rise in market interest rates throughout the year.

Corresponding wage increases offset revenue increases as a result of Collective Agreement negotiations.

Staff-related costs have increased by \$116,000 due to increased staffing events and training, which were put on hold during the COVID-19 period. A review of the insurance requirements resulted in an increase of \$24,000

to provide adequate insurance for asset replacement and operational requirements. Insurance-related expense increases are expected to rise as global warming and weather trends impact insurance costs.

Other expenses are consistent with past years, with some minor increases due to inflationary factors.

## Residential Resources

Residential Resources costs increased by \$1.13 million from 2022 to \$24,074,460 for the total departmental statement.

Interdepartmental transfers have declined due to a change in the allocation of variable funding from MCFD. However, overall, the 2023 fiscal year operated like the prior year.

## Family Preservation and Reunification

Funding has been unchanged in the 2023 year from 2022, and costs have remained consistent, with a slight decline in wages.

Except for the change in wages, and an increase in program services, the years presented are identical to one another.

## Child Protection

PAs in other delegated segments of operations, revenue has increased to reflect the increases in wages and children-in-care costs.

Most costs have remained relatively consistent with notable differences in office costs and amortization.

## Conclusion

VACFSS generally operated as budgeted for March 31, 2023. We anticipate increasing costs for the future and corresponding increases in revenue. 🙌



# AUDITOR'S REPORT

Financial Statements of

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**

And Independent Auditors' Report thereon  
Year ended *March 31st, 2023*





KPMG LLP  
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## INDEPENDENT AUDITOR'S 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, 2023
- 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, 2023, 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 "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's 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.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



Vancouver Aboriginal Child & Family Services Society  
Page 2

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

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

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

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

### Auditor's 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 auditor's 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 auditor's 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 auditor's 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 13, 2023

## VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Financial Position

March 31, 2023, with comparative information for 2022

	2023	2022
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 4,511,458	\$ 6,405,848
Accounts receivable	1,794,887	326,950
Prepaid expenses	310,502	179,549
	<u>6,616,847</u>	<u>6,912,347</u>
Security deposits paid	74,951	86,451
Capital assets (note 2)	1,317,663	1,425,185
	<u>\$ 8,009,461</u>	<u>\$ 8,423,983</u>

### Liabilities, Deferred Contributions and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 3)	\$ 1,488,210	\$ 1,129,529
Payroll liabilities	654,681	614,654
	<u>2,142,891</u>	<u>1,744,183</u>
Deferred contributions (note 4)	161,309	186,430
Deferred capital contributions (note 5)	13,995	18,973
	<u>2,318,195</u>	<u>1,949,586</u>
Net assets:		
Invested in capital assets (note 6)	1,303,668	1,406,212
Internally restricted - capital acquisition	2,289,940	2,289,940
Unrestricted	2,097,658	2,778,245
	<u>5,691,266</u>	<u>6,474,397</u>
Operating lease commitments (note 7)		
	<u>\$ 8,009,461</u>	<u>\$ 8,423,983</u>

See accompanying notes to financial statements.

Approved on behalf of the Board:



## VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Funding revenues:		
Provincial government contributions - Principal funding	\$ 45,013,697	\$ 42,518,814
Deferred contributions:		
Related to capital assets amortization (note 5)	4,978	17,623
	<u>45,018,675</u>	<u>42,536,437</u>
Expenses:		
Direct program costs:		
Automobile expenses	195,598	183,230
Caregiver expenses	558,484	534,326
Child-in-care costs	2,229,324	1,825,727
Client assistance	60,988	38,144
Collaborative practice costs	4,981	8,588
Contract services	271,949	303,440
Cultural support costs	404,886	201,208
Family support expenses	681,426	682,115
Out of care caregivers	43,362	38,418
Out of care children	22,160	22,235
Out of care maintenance	2,022,363	1,969,007
Program supplies and miscellaneous	185,472	160,066
Residential resources cost	21,493,443	20,435,978
Salaries and benefits	10,258,011	9,616,843
Telephone and cellular	65,339	62,525
	<u>38,497,786</u>	<u>36,081,850</u>
Service costs:		
Amortization	251,547	207,332
Bank charges and interest	300	450
Contract services	-	1,500
Equipment leasing	4,691	14,665
Equipment purchases	-	9,479
Office and general	271,309	280,169
Public relations and community services	595	1,931
Rent and repairs	1,670,277	1,485,998
Salaries, labour and benefits	1,463,192	1,313,023
Special events	5,250	8,411
Staff related costs	84,770	67,479
Telephone, fax and cellular	144,991	130,506
	<u>3,896,922</u>	<u>3,520,943</u>

## VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Statement of Operations

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Expenses (continued):		
General and administration expenses:		
Amortization	57,334	76,688
Annual general meeting	2,208	1,556
Bank charges and interest	7,291	6,673
Board expenses	59,512	2,865
Computer supplies	30,639	12,663
Contract services	36,601	21,977
Equipment leasing	2,447	2,588
Equipment purchases	-	4,538
Insurance	52,756	28,759
Office and general	84,807	90,880
Professional dues and membership	42,582	39,801
Professional fees	263,267	136,261
Public relations and community services	67,771	30,505
Rent and repairs	185,016	181,574
Salaries, labour and benefits	2,601,074	2,059,810
Special events	23,759	11,327
Staff related costs	168,197	51,680
Telephone, fax and cellular	30,756	30,591
	<u>3,716,017</u>	<u>2,790,736</u>
Excess (deficiency) of revenue over expenses before undernoted	(1,092,050)	142,908
Other revenues:		
Other income (note 9)	308,919	280,540
Excess (deficiency) of revenue over expenses	<u>\$ (783,131)</u>	<u>\$ 423,448</u>

See accompanying notes to financial statements.

## VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

### Statement of Changes in Net Assets

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Net assets, beginning of year	\$ 6,474,397	\$ 6,050,949
Excess of revenue (deficiency) over expenses:		
Guardianship of resources (schedule 1)	150,929	199,684
Infrastructure (schedule 2)	(617,607)	(14,427)
Residential resources (schedule 3)	(185,243)	(144,269)
Family preservation (schedule 4)	89,631	(81,660)
Child protection (schedule 5)	(220,841)	464,120
	(783,131)	423,448
<b>Net assets, end of year</b>	<b>\$ 5,691,266</b>	<b>\$ 6,474,397</b>

See accompanying notes to financial statements.

## VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

### Statement of Cash Flows

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by:		
Operations:		
Excess of revenue over expenses	\$ (783,131)	\$ 423,448
Items not involving cash:		
Amortization	317,231	284,020
Amortization of deferred capital contributions	(4,978)	(17,623)
	(470,878)	689,845
Changes in non-cash operating working capital:		
Accounts receivable	(1,467,937)	214,548
Prepaid expenses	(130,953)	(42,894)
Accounts payable and accrued liabilities	358,681	(83,383)
Deferred contributions	(25,121)	186,430
Payroll liabilities	40,027	22,446
Security deposits paid	11,500	10,172
	(1,684,681)	997,164
Investing:		
Acquisitions of capital assets	(209,709)	(1,194,296)
Proceeds from sale/disposal of long-term investments	-	1,000,000
	(209,709)	(194,296)
Increase (decrease) in cash and cash equivalents	(1,894,390)	802,868
Cash and cash equivalents, beginning of year	6,405,848	5,602,980
<b>Cash and cash equivalents, end of year</b>	<b>\$ 4,511,458</b>	<b>\$ 6,405,848</b>

See accompanying notes to financial statements.

## VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements

Year ended March 31, 2023

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, 2023

### 1. Significant accounting policies (continued):

#### (b) 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.

#### (c) 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.

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 and investments is recognized over the terms of the respective investments using the effective interest method.

## VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2023

### 1. Significant accounting policies (continued):

(d) 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).

(e) 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.

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

(f) Measurement uncertainty:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Management reviews all significant estimates affecting its financial statements on a recurring basis and records the effect of any necessary adjustments in the year in which the estimates are revised. Actual results could differ from the estimates.

## VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2023

### 1. Significant accounting policies (continued):

(g) Donated materials and services:

The Society and its members benefit from donated services in the form of volunteer time for various programs. Because of the difficulty in determining their fair value, these contributed services are not recognized in the financial statements.

Donated goods and other donated services are recorded in these financial statements only when used in the normal course of the Society's operations and would otherwise have been purchased and a fair value can be reasonably estimated.

### 2. Capital assets:

			2023	2022
	Cost	Accumulated amortization	Net book value	Net book value
Office equipment	\$ 302,339	\$ 272,263	\$ 30,076	\$ 21,863
Vehicles	133,294	102,841	30,453	41,323
Computer	971,957	700,629	271,328	318,504
Telephone equipment	57,433	45,565	11,868	16,092
Leasehold improvements	1,326,772	352,834	973,938	1,027,403
	\$ 2,791,795	\$ 1,474,132	\$ 1,317,663	\$ 1,425,185

Amortization for the year amounted to \$317,231 (2022: \$284,020) which consist of amortization expense of \$8,352 (2022: nil) recognized in Child-in-care expense under Direct program costs, \$205,120 (2022: \$207,332) in Service costs and \$57,334 (2022: \$76,688) in General and administration expenses.

### 3. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$53,408 (2022: \$53,048), which includes amounts payable for payroll related taxes.

**VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY**

Notes to Financial Statements (continued)

Year ended March 31, 2023

**4. Deferred contributions:**

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

Pursuant to a board resolution passed on March 25, 2014, it was resolved that effective April 1, 2013, future surpluses arising from restricted programs be transferred to the unrestricted fund to be used for any programs that require additional funding. Any deficits in restricted programs will be funded by the unrestricted fund. All the surpluses remaining after interfund transfers have been transferred to the unrestricted fund which is consistently followed on an annual basis.

**5. 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:

	2023	2022
Balance, beginning of year	\$ 18,973	\$ 36,596
Amortization of deferred capital contributions	(4,978)	(17,623)
<b>Balance, end of year</b>	<b>\$ 13,995</b>	<b>\$ 18,973</b>

**6. Invested in capital assets:**

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

	2023	2022
Capital assets (note 3)	\$ 1,317,663	\$ 1,425,185
Amounts financed by:		
Deferred capital contributions (note 5)	(13,995)	(18,973)
	<b>\$ 1,303,668</b>	<b>\$ 1,406,212</b>

**VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY**

Notes to Financial Statements (continued)

Year ended March 31, 2023

**6. Invested in capital assets (continued):**

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

	2023	2022
Deficiency of revenue over expenses:		
Amortization of deferred capital contributions	\$ 4,978	\$ 17,623
Amortization of capital assets	(317,231)	(284,020)
	<b>(312,253)</b>	<b>(266,397)</b>
Net change in investment in capital assets:		
Purchase of capital assets with unrestricted funds	209,709	1,194,296
	<b>\$ (102,544)</b>	<b>\$ 927,899</b>

**7. 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:

2024	\$ 1,059,031
2025	1,060,217
2026	759,168
2027	506,304
Thereafter	836,340
	<b>\$ 4,221,060</b>

## VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2023

### 8. 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, 2023, the plan has about 68,387 (2022: 67,762) active members and approximately 53,694 (2022: 52,194) 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 \$971,336 (2022 - \$923,060) for employer contributions to the plan during the year-ended March 31, 2023.

### 9. Other income:

	2023	2022
Culturally Relevant Urban Wellness ("CRUW") grants	\$ 13,313	\$ 85,771
Developing The Gifts of Children Fund	18,047	25,886
Interest income	160,658	35,700
Miscellaneous income	116,811	133,103
Memberships	90	80
	<u>\$ 308,919</u>	<u>\$ 280,540</u>

## VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2023

### 10. 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, 2023, there was no exit levy payable that was associated with VACFSS as the Society doesn't expect to leave the HBT.

### 11. 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, 2023

### 11. 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. During the prior year, the Society redeemed all its fixed income securities.

### 12. 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.

### 13. 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 \$12,147,826 (2022 - \$10,624,560) to the 10 most highly remunerated contractors over \$75,000.

## VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY

Guardianship and Resources (R00139809)

Schedule of Revenues and Expenses

Schedule 1

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
<b>Revenues:</b>		
Provincial government contributions - Principal funding	\$ 6,545,010	\$ 5,095,656
CRUW grant	13,313	85,770
Other income	105,536	127,934
	<u>6,663,859</u>	<u>5,309,360</u>
<b>Deferred contributions:</b>		
Related to capital assets amortization	3,373	5,909
	<u>6,667,232</u>	<u>5,315,269</u>
<b>Direct program costs:</b>		
Automobile expenses	76,246	61,817
Contract services	78,197	105,450
Cultural intervention costs	307,678	129,219
Program supplies	2,591	8,346
Salaries and benefits	4,006,329	3,751,352
Staff expenses	45,672	10,726
Telephone and cellular	26,064	23,532
	<u>4,542,777</u>	<u>4,090,442</u>
<b>Child-in-care costs:</b>		
Allowances/dental	65,916	57,680
Client minding costs	63,355	52,270
Client travel	413,363	233,076
Clothing grant	15,939	13,830
Equipment	29,258	29,935
Education/school events	145,643	149,106
Foods and household	61,552	107,930
Living with family and friends	69,796	51,270
Medical expenditures	98,164	86,607
Medical/Dental expenses	8,523	4,790
Others	208,231	194,783
Professional support and services	283,646	235,357
Recognizing milestones	14,255	15,414
	<u>1,477,641</u>	<u>1,232,048</u>
Developing the Gifts of our Children	16,336	13,715
Integrated services	70,292	53,244
	<u>1,564,269</u>	<u>1,299,007</u>
<b>Carried forward</b>	<b>\$ 560,186</b>	<b>\$ (74,180)</b>

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**

Guardianship and Resources (R00139809) (continued)

Schedule of Revenues and Expenses

Schedule 1

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Services costs:		
Amortization	\$ 37,641	\$ 20,224
Equipment leasing	438	5,253
Equipment purchases	-	2,672
Office and general	114,269	94,906
Public relations and community services	327	1,931
Rent	573,874	529,970
Salaries, labour and benefits	529,321	521,246
Security	12,180	686
Special events	2,250	3,282
Staff related costs	26,821	22,437
Telephone fax and cellular	53,177	40,325
	<u>1,350,298</u>	<u>1,242,932</u>
Deficiency of revenues over expenses before transfers	(790,112)	(1,317,112)
Interfund transfers	941,041	1,516,796
Annual excess of revenues over expenditures	<u>\$ 150,929</u>	<u>\$ 199,684</u>

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**

Infrastructure (R000139810)

Schedule of Revenues and Expenses

Schedule 2

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Revenues:		
Provincial government contributions - Principal funding	\$ 2,676,105	\$ 2,552,100
Other income	190,070	64,336
	<u>2,866,175</u>	<u>2,616,436</u>
Deferred contributions:		
Related to capital assets amortization	1,605	3,126
	<u>1,605</u>	<u>3,126</u>
Net funding contributions	<u>\$ 2,867,780</u>	<u>\$ 2,619,562</u>
General and administrative expenses:		
Annual general meeting	\$ 2,208	\$ 1,556
Amortization	57,334	76,688
Bank charges and interest	7,291	6,673
Board expenses	59,512	2,865
Computer support	30,639	12,663
Contract services	36,601	21,977
Equipment leasing	2,447	2,588
Equipment purchases	-	4,538
Insurance	52,756	28,759
Office and general	84,805	90,880
Professional dues and memberships	42,582	39,801
Professional fees	246,141	136,261
Public relations and community services	67,771	30,505
Rent and repairs	185,016	181,574
Salaries, labour and benefits	2,601,074	2,059,810
Special events	19,979	11,327
Staff related costs	167,689	51,680
Telephone fax and cellular	30,757	30,547
	<u>3,694,602</u>	<u>2,790,692</u>
Deficiency of revenues over expenses before transfers	(826,822)	(171,130)
Interfund transfers	209,215	156,703
Annual deficiency of revenues over expenditures	<u>\$ (617,607)</u>	<u>\$ (14,427)</u>



**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**

Residential Resources (R000139808)

Schedule of Revenues and Expenses

Schedule 3

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
<b>Revenues:</b>		
Provincial government contributions - Principal funding	\$ 24,153,744	\$ 23,830,227
<b>Direct program costs:</b>		
Contract services	-	-
Out of care maintenance	2,022,363	1,969,007
Residential resources costs	21,061,696	20,068,681
	23,084,059	22,037,688
<b>Child-in-care cost:</b>		
Program activities and miscellaneous	-	211
Integrated services	30,656	52,734
Respite costs	401,261	317,452
	431,917	370,397
<b>Caregiver costs:</b>		
Caregivers expenses	461,041	430,145
Foster parent appreciation night	14,521	17,182
Foster parent recruitment	11,301	16,434
Kiwassa Housing	71,621	70,559
	558,484	534,320
<b>Net funding contributions</b>	<b>\$ 79,284</b>	<b>\$ 887,822</b>
<b>Service costs:</b>		
Public relations and community services	\$ -	\$ -
<b>Excess of revenues over expenses before transfers</b>	<b>79,284</b>	<b>887,822</b>
<b>Interfund transfers</b>	<b>(264,527)</b>	<b>(1,032,091)</b>
<b>Annual deficiency of revenues over expenditures</b>	<b>\$ (185,243)</b>	<b>\$ (144,269)</b>

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**

Family Preservation (R000139806)

Schedule of Revenues and Expenses

Schedule 4

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
<b>Revenues:</b>		
Provincial government contributions - Principal funding	\$ 2,996,600	\$ 2,998,776
Other income	-	2,500
	2,996,600	3,001,276
<b>Deferred contributions:</b>		
Related to capital assets amortization	-	164
	2,996,600	3,001,440
<b>Direct program costs:</b>		
Automobile expenses	8,428	15,750
Client assistance and travel	10,591	27,264
Contract services	128,087	101,217
Cultural intervention costs	7,115	9,530
Program services	180,161	150,343
Program supplies	1,872	1,129
Salaries and benefits	1,424,488	1,573,717
Telephone and cellular	8,459	9,787
	1,769,201	1,888,739
<b>Net funding contributions</b>	<b>\$ 1,227,399</b>	<b>\$ 1,112,701</b>
<b>Service costs:</b>		
Amortization	\$ 8,786	\$ 8,696
Bank charges and interest	75	75
Contract services	17,126	346
Equipment leasing	181	2,168
Equipment purchases	-	6,807
Office and general	33,161	57,918
Rent and repairs	256,882	255,206
Salaries, labour and benefits	227,818	206,988
Special events	5,004	4,708
Staff related costs	17,892	8,369
Telephone fax and cellular	29,874	26,064
	596,799	577,345
<b>Excess of revenues over expenses before transfers</b>	<b>630,600</b>	<b>535,356</b>
<b>Interfund transfers</b>	<b>(540,969)</b>	<b>(617,016)</b>
<b>Annual excess (deficiency) of revenues over expenditures</b>	<b>\$ 89,631</b>	<b>\$ (81,660)</b>

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**

Child Protection (R000139811)

Schedule of Revenues and Expenses

Schedule 5

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
<b>Revenues:</b>		
Provincial government contributions - Principal funding	\$ 8,642,238	\$ 8,042,055
<b>Deferred contributions:</b>		
Related to capital assets amortization	-	8,425
	<u>8,642,238</u>	<u>8,050,480</u>
<b>Direct program costs:</b>		
Automobile expenses	111,432	105,663
Contract services	65,665	96,773
Salaries and benefits	4,827,194	4,291,774
Staff expenses	2,458	-
Telephone and cellular	30,816	29,203
	<u>5,037,565</u>	<u>4,523,413</u>
<b>Child-in-care costs:</b>		
Allowances for inter/out provincial transfers	8,215	10,058
Camp costs	14,109	8,954
Client minding costs	119,582	36,071
Client travel	66,315	62,920
Clothing grant	22,975	12,787
Education/school events	3,704	4,628
Equipment	18,509	23,216
Foods and household	39,573	45,475
Good and services	15,570	12,850
Medical/dental expenses	17,527	16,112
Others	4,195	258
Recognizing milestones	5,568	3,877
	<u>335,842</u>	<u>237,206</u>
	<u>5,373,407</u>	<u>4,760,619</u>
<b>Carried forward</b>	<b>\$ 3,268,831</b>	<b>\$ 3,289,861</b>

**VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES SOCIETY**

Child Protection (R000139811) (continued)

Schedule of Revenues and Expenses

Schedule 5

Year ended March 31, 2023, with comparative information for 2022

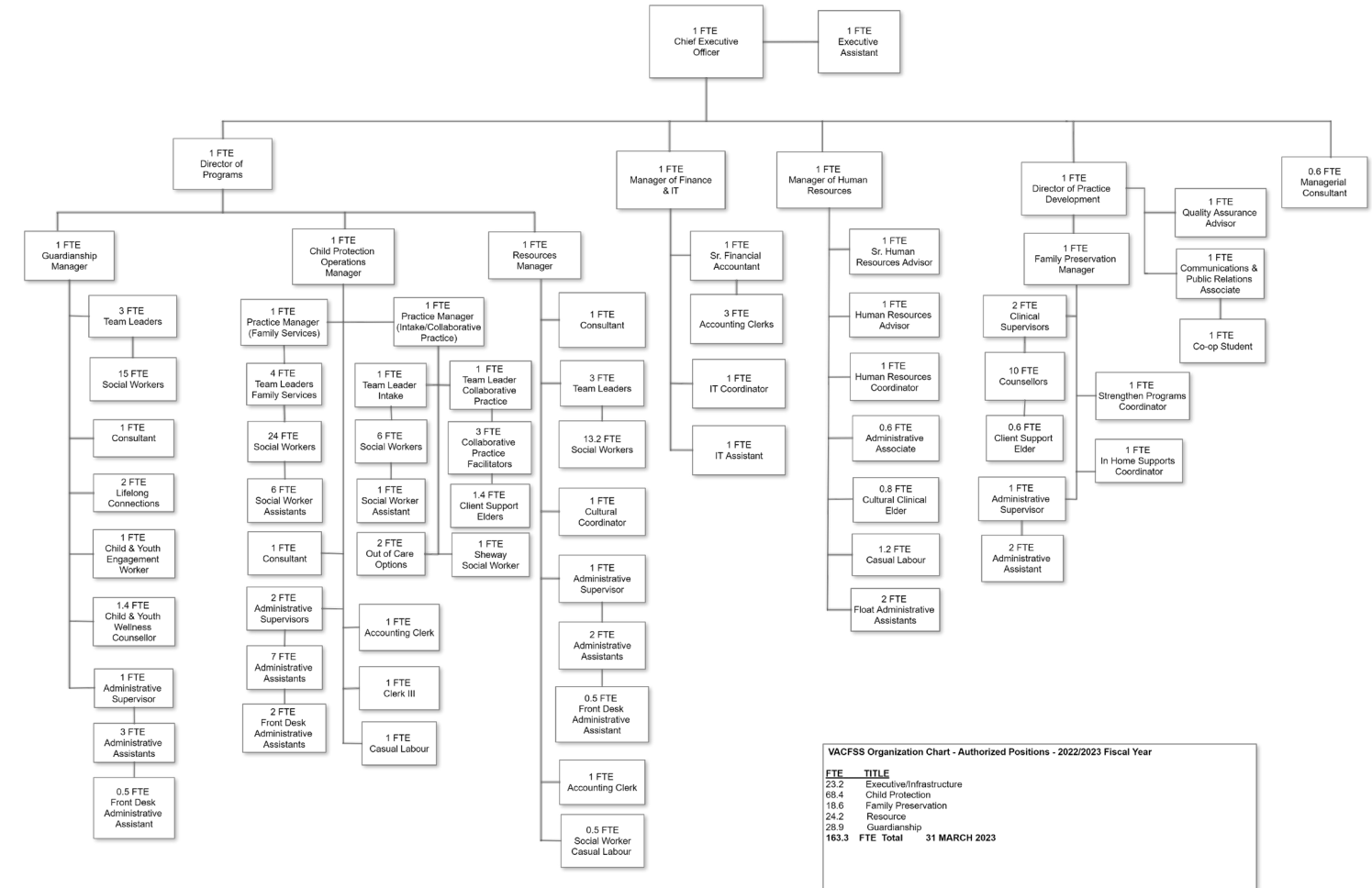
	2023	2022
<b>Brought forward</b>	<b>3,268,831</b>	<b>3,289,861</b>
<b>Other program costs:</b>		
Collaborative practice costs	10,369	8,740
Cultural intervention costs	90,093	62,459
Family support expenses	665,090	668,400
Integrated services	345,381	300,339
Out-of-care children	22,160	22,235
Out-of-care caregivers	43,362	38,418
	<u>1,176,455</u>	<u>1,100,591</u>
<b>Net funding contributions</b>	<b>2,092,376</b>	<b>2,189,270</b>
<b>Services costs:</b>		
Amortization	205,120	178,412
Automobile expenses	322	-
Bank charges and interest	225	375
Contract services	-	1,155
Equipment leasing	4,073	7,244
Equipment purchases	-	-
Office and general	119,951	126,027
Public relations and community service	268	-
Rent	828,739	701,298
Salaries, labour and benefits	707,056	585,729
Special events	748	619
Staff related costs	40,014	35,734
Telephone fax and cellular	61,941	64,164
	<u>1,968,457</u>	<u>1,700,757</u>
<b>Excess of revenues over expenses before transfers</b>	<b>123,919</b>	<b>488,513</b>
<b>Interfund transfers</b>	<b>(344,760)</b>	<b>(24,393)</b>
<b>Annual excess (deficiency) of revenues over expenditures</b>	<b>\$ (220,841)</b>	<b>\$ 464,120</b>



# 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
- Avocette Technology Together
- 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
- Cedar Brush Site Services & Janitorial Inc.
- Centre for Sustainable Food Systems at UBC Farm
- Child & Adolescent Response Team (CART)
- Child & Family Clinic (BC Children’s Hospital) Children’s Foundation
- Community Living British Columbia
- Community Social Services Employers Assoc.
- Connexus Family & Children Services
- Crabtree Corner
- Downtown Eastside Women’s Centre (DTEWC)
- Douglas College Social Work & Child and Youth Care
- 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
- Nicola Valley Institute of Technology
- North Shore Disability Resource Centre
- PACE
- 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 - UBC Farm
- The Kettle Society
- The Pace Program
- The Sanctuary Stabilization Program
- The Treehouse
- UBC Indigenous Legal Clinic
- Union Gospel Mission
- University of British Columbia School of Social Work
- 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





# CONTACT INFORMATION

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(R.) 604-215-0176

## CHILD & FAMILY SERVICES | COLLABORATIVE PRACTICE

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Phone: 778-331-4500 | Fax: 778-331-4515

**Toll Free:** 1-877-982-2377

**CP Toll Free:** 1-877-331-4505

**After Hours:** 604-660-4927

**E-mail:** [info@vacfss.com](mailto:info@vacfss.com)

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**Designed by:**  
Roberta Praticò & Angela Shen