

# Annual Report 2015-2016



Building Blocks for Better Lives  
**Westcoast  
Family Centres**

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## Message from Board President and Executive Director

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“Now in our 32nd year of service we continue to be excited about all the new possibilities ahead for Westcoast Family Centres. We continue to look for opportunities to use our competence and capacity by utilizing new service techniques, new programming and seeking new revenue streams. “

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This year we have served over 7,500 individuals, both adults and children, and provided over 32,000 hours of direct service. We have also used several techniques to objectively measure our performance and are very pleased to see how our work has resulted in many positive outcomes and choices for these families.

As 2017 is a reaccreditation year, Board, Management and Staff have begun reviewing our Strategic Plan goals for the upcoming years.

Our past objective to continuously improve the quality and range of services within our social service community remains a priority for us. Based on community and Ministry consultation, and on our own understanding of service gaps, we have initiated several new programs within the various communities we serve over the past few years. We look forward to continue to address gaps and find innovative ways to deliver services.

Earlier this year we were chosen to provide child and youth care services for children and youth with special needs in the

Tri-Cities area. We were also chosen to provide intensive family preservation services for indigenous populations in Ridge Meadows. We are excited to add these programs and look forward to servicing the needs of the most vulnerable populations in these communities.

We continue to expand our self-referral program, called Family TIES, which allows us to offer our services and expertise to individuals, families and children seeking additional support and resources. Requests for this service have increased each year, particularly in the areas of Individual and Family Counselling; Parent-Child Interaction Therapy; Play Therapy; and Supervised Parenting Time. We have recently introduced a new service called Parent Coaching.

As an organization we continue to look for efficiencies and work diligently with our partners, Family Services of Greater Vancouver and Family Services of the North Shore, to ensure our service delivery system is meeting the highest priority current needs of each of our communities. We also continue to try to increase

our financial sustainability through finding new funding for programs and services through our funders in the Government, The Ministry of Child and Family Development as well as our community partners such as United Way of the Lower Mainland.

Improving our infrastructure by enhancing our communications systems and environmental sustainability remains an agency goal. Supporting staff on new technology and information systems, encouraging staff development, increasing the number of students mentored and increasing volunteers all contribute to our goal to build organizational capacity to meet changing needs and future challenges.

We continue to strengthen our many existing community partnerships and have recently found several new partnerships.

We do wish to express our thanks for all our partners in the Social Services sector and in the business community who recognized the need and helped us build healthier neighborhoods. We are also thankful to our staff, individual donors and many volunteers without whom our work would not be possible.

We are excited about upcoming opportunities, encouraged by our growth, and honored to be providing service to children and families with our community partners. We remain dedicated to contributing to the healthy development of families and building blocks for better lives.



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Family Preservation &  
Reunification Services  
Vancouver

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“It was a wonderful experience to learn about having a happy family and steps for working towards it. We would just like to say a special thanks to our Family Counsellor. ”

Client Vancouver

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2015/2016 has been another year of serving a multitude of families. Families we served included: single parent families, blended families and some new immigrant families. The primary issues for these families included mental health conditions (adult and child), domestic violence, and substance use. Often the issues overlap and while unique, they form a complex challenge.

There are emerging areas of concern that add to primary issues such as working with families where a child or children have special needs and Ministry of Child and Family Development (MCFD) is seen as additional support. Family Law Act (FLA) changes have also brought attention to some families as the dissolution of marriage can have child protection concerns. Most of the families we saw over this last year also struggled to find adequate housing in a price range that they could afford. This is an expanding problem in the City of Vancouver and the high rent prices contribute to poverty in the families we see. As noted recently in a Vancouver Homeless Report some 1800 persons including youth require a place to live. While this number is challenging we might add that another 3500 to 5000 families await subsidized or BC Housing opportunities as a basic need.

In working towards solutions we shared training with other agencies and last year staff attended workshops on “Sexual and domestic violence awareness and response for persons serving children and families”; “From Shame to Solutions: Helping Kids with Sexual Behaviour Problems / Borders Program”, presentations on the impact of the Family Law Act (FLA) on child protection and on “Duty to Report.” Professional development continues as individual staff enhance skills through workshops, facilitated training, practicums and university/college programs.

We continue to focus on the families strengths as this approach empowers the family and gives them hope in their own resilience. In addition to helping family see their own strengths and internal supports, we continue to connect families to as many external supports as possible to help carry them through whatever difficult times are ahead.

The work of family preservation flows from MCFD but also relies heavily on all of us together and involves well known government programs including Health, Mental Health, Alderwood, Sunnyhill, Schools, Children Youth with Special Needs (CYSN), Addictions, BC Housing and Social assistance; with community supports such as Neighbourhood Houses, Community Centres, Foodbanks; partner agencies like FSGV and critical contracted supports like PACE, NICCSS and Drake Meddow. Internally the work takes the whole team of staff support through administration, technical, access, clinical, resource and leadership. An occasional metaphor sees our collective role as team mates in a long relay race where the families and children move from support to support to independence as they stabilize and gain confidence to move on with community support.

**Paul Sheaves**

Program Director, VFPS NW

**Theresa Thompson**

Program Director, VFPS NE



This past year the **Clinical Counselling (CC) Program** has reached a milestone in its operation with the retirement of the Senior Clinical Counsellor and Play Therapist, Sheila Lindfield. Sheila has been with the Clinical Counselling Program, Family Preservation and Reunification Services in Vancouver since its inception. She has contributed greatly to the development of the Program in terms of: constructing and supplying the Play Therapy Rooms with key tools for play therapy, the clinical supervision, training and consultation of play therapy staff and interns in Masters Levels Graduate Counselling Psychology Programs.

The services provided by the Clinical Counselling Team require sensitivity, compassion, patience, and skill. This has been the standard of services provided by the Staff and, in turn, taught to Interns in Masters Levels Graduate Counselling Psychology Programs applying to complete their practicum placements with WFC. This past year we had three Interns hailing from the following Universities: SFU, UBC, and UVIC. We continue to be committed to the development of future practitioners in the field and are humbled and honored to be a part of their educational and practice journey.

The Clinical Counselling Program is excited to move forward this year in continuing to provide a high level of services to individuals. WFC as an agency is committed to being creative, thorough, and effective in its service provision, having Sheila available as a Consultant to the Clinical Counselling Program and the agency as a whole is fundamentally a part of our mission in providing services to children and their families.



**Wayne Wong** Program Director, CC

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“I absolutely love my worker. (WFC Worker) is a very easy person to talk to, she is very knowledgeable about child development and always treats myself and my child with the utmost respect. I couldn’t have asked for a better family support worker.” Client TC

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In April 2015, Westcoast Family Centres Society started offering therapeutic access support services in our Tri Cities location. We had been providing access support under the umbrella of our Family Preservation contract, however this was an observe and report service where staff only intervened when children were at emotional, mental or physical risk. The service is now more reflective of the Family Outreach service we provide.

This intervention based program offers supervised access with intervention based service focusing on goals and outcomes stipulated by referring Social Workers. Family Support Workers support parents to have improved interactions with their children during visits and meet with parents outside of visits to debrief sessions, plan for follow up sessions, and have conversations that should not be occurring during visits with children. We also now provide MCFD with a formal initial and discharge assessment report for these cases, as well as monthly visit summaries.

Effective January 1, 2016, we added services for **Children and Youth with Special Needs** to our program portfolio, in collaboration with Community Ventures Society. Currently we are serving 12 children/youth in this program. The Child and Youth Workers have begun providing one to one life skill development support to children and youth. We are keen to expand our working relationship with MCFD Social workers, Child and Youth with Special Needs (CYSN) team. We look forward to expanding community collaborations and look at how we can streamline services for children and youth in the Tri Cities.

Outside of our contract with MCFD, we continue to offer the **Healthy Babies programs** in the Tri-Cities and Maple Ridge. We have been informed by the Public Health Agency of Canada, that our contract will be renewed at the fiscal year end of 2016 for a three-year cycle. Healthy Babies serves pregnant women and moms with babies up to 6 months old living below the poverty line focusing on nutrition and parent education.

This program has expanded our ability to support parents in the community in collaboration with MCFD and other service providers. To date we have offered support to 176 mothers at our four locations and here are some comments about this valuable program:

“I really enjoyed the topics of discussion. I’ve learnt more about nutrition. My favorite groups were when we learnt to make homemade wipes and when Helen shared information on breastfeeding.”

“The people and relationships I created and experienced every day was so amazing for me.”

Westcoast continues to be the host organization for the [Avenues of Change-Coquitlam River project](#), formally referred to as My Neighborhood My Future. Funded until March 31, 2018 by United Way of the Lower Mainland, AoC aims to decrease vulnerabilities of children aged 0-5 years living in the Coquitlam River neighborhood. This project is lead by Initiative Coordinator, Navreen Gill and is supported by three part-time staff. We have had a successful year since beginning the implementation phase in April 2015. Over the past year we had 650 families and individuals participate in this program through various activities organized through this program. We continue to strengthen collaboration in the community among Early Childhood Development service providers and enhance knowledge and skills of those staff working directly with children 0-5 through our Community of Practice. We have had several successful community engagement events and collaborated with the Early Years Centre and SUCCESS in orienting volunteers.

Westcoast Family Centres Society looks forward to continuing to serve the Tri Cities, carrying out our mission to contribute to the healthy development of children by providing services to strengthen the relationships between children and families and between families and their communities.



[Tanya Valois](#) Program Director

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## Community Projects and Development

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“ Mother Goose program has given me so much confidence as a mom.” Client MG Program

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It was a busy and exciting year for growth and development within our agency.

The United Way of the Lower Mainland and BC Gaming Commission generously continue to assist us in providing programs to young children and families, including: **Parent Child Mother Goose, Nobody's Perfect, You Make the Difference, Budget Gourmet and Strong Kids**. A unique twist on our Mother Goose program has come in our venue for providing the program to parents and their children under 5. For the past two years we have been offering it within Senior's Centres in Maple Ridge and Pitt Meadows. Many senior residents look forward to the babies and young children coming to sing, learn rhymes, even dance, and the seniors sometimes join in and share in the fun. Research has shown that not only is this beneficial to the elderly observers but there are great benefits for the children and their parents alike.



We are also excited to be receiving great support from funders on the North Shore to provide our **Successful Co-Parenting program** to parents in that region. Thanks to the Lower Lonsdale Legacy Fund, the District of North Vancouver and the North Shore Community Foundation for your contributions to this amazing program, which focuses very much on the emotional needs and well-being of the child during divorce and separation.

We are also very grateful to the First West Foundation (a funding foundation of Envision Financial) for allowing us to complete eight workshops this year called **Kids Have Stress Too!** Developed by the Psychology Foundation of Canada, the focus is on early identification and hands-on strategies for parents to assist their young anxious/stressed child. These three hour workshops were offered in Port Coquitlam and Maple Ridge but we envision expanding services to families in Vancouver and the North Shore as well.

Selected staff completed the **Healthy Together** program training. This is a program that promotes healthy food choices, a reduction in screen-time and increased activity for all family members. We have begun implementing the program with financial assistance from the Bridge, Youth and Family Services in Vancouver and we will pursue additional funding from Coast Capital Savings to supplement costs to run the program as an after school group. This would present possibilities to collaborate with local Neighbourhood Houses and Elementary schools.



This was the second year of a three year cycle for **Strong Kids program**. Parents have commented that they see a change in their children as they move through the program and that their children are excited to attend the group. We were approached by a Behavioral Support Worker with the school district and requested to offer afterschool programming at an elementary school. As a result, we have two groups running at Central Elementary. The programs being run at the school are more challenging than those in the community as the participants have been selected by the school staff and are more likely to require additional support, however, the Behavioral Support Worker remains engaged in the program and is working with our facilitator to make the program more meaningful.

In operation since 2011, the **Parenting After Separation program** has delivered services to many parents going through separation and divorce. The facilitators provide information on how to help children adjust to changes after family separation, how to resolve family disputes and offering resources to help parents going through these difficult times. This fiscal year has seen a successful presentation of the 49 PAS sessions serving approximately 534 individuals. The feedback from the participants in these workshops is always positive as to the information provided in these sessions is much needed and more is needed to support these families.

Self-referrals continue to come into the **Family TIES** call line on a regular basis. Calls include clients requesting services for Parent-Child Interaction Therapy (PCIT), Parent Coaching, Counselling and Supervised Parenting Time. Kate Saunders, Clinical Supervisor of this program has been actively involved in promoting the services of this program. Her outreach work in the community includes facilitating workshops on child development for parents, child care workers, and others such as Community of Practice Early Childhood Education (ECE) professionals in the community.



Our supervised parenting time service is committed to being child focused and facilitating the connection between a child or children and their parent(s) and other significant individuals in their lives. In addition to individuals self-referring for Family TIES Services, the individuals using our services are referred by their lawyers, the Family Court System, Family Justice Counsellors, Social Workers from the Ministry of Children and Family Development, and family members and other professional support individuals.

Once again, we would like to say thank you to all our funders for their continued support allowing us to deliver much needed programs and services in our communities!!

**Michelle Picard** Community Projects Supervisor  
**Jan Waldbillig** Community Development Coordinator  
**Wayne Wong** Program Director (PAS, Family TIES)

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10/11

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## Ridge Meadows Program

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"I would like to say my (WFC worker) has been very helpful. I was very happy to see her come back on my case. I feel that she has given me many great new tools to use and to change how I think. I am grateful for all my (WFC workers) have done for me." Client RM

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This past year has been a busy and exciting year which has required flexibility and team work for all of us.

The **Family Development Response (FDR)** program has seen a steady flow of referrals keeping the Family Counsellors at maximum capacity for case load, which now seems to have become the average. The Family Counsellors continue to work with such commitment to the families and continue to meet demands for the growing needs of those we serve. This same commitment is evident in maintaining the strong working relationship with MCFD on an everyday basis as well as in contributing to the growth of joint knowledge of working with a trauma informed lens and how it can impact client behavior and needs.

The **Parenting Plus Program** at Alouette Correction Centre for Women (ACCW) has developed over this past year and strong relationships within the centre have been built by Kim McDonald, the Family Counselor responsible for the service. This has resulted in greater collaboration between the departments and Kim as well as increased support for the women. The greatest example of this is the response to

the first mother and child to participate in the Mother Baby Program. There were unexpected situations that arose and responses needed to be immediate and coordinated. At our recent program review meeting with Alouette it was considered a great success and the Alouette staff that Kim works with expressed extreme satisfaction with the program. Over 243 women have gained knowledge and education through the Parenting programs and one-on-one support.

In the latter part of 2015 we were approached by MCFD to develop a service and respond to a Request for Proposal for Aboriginal Service Initiatives funds that would address safety and permanency for the Aboriginal population of Maple Ridge, Pitt Meadows and Katzie.

2016 came in with a bang as we busily developed the program and prepared the proposal. We were successful in securing a contract that added two full time Aboriginal Family Counsellors to the Ridge Meadows team who will provide **Intensive Family Preservation and Reunification services**. The focus of the funding is to increase safety and permanency for Aboriginal children and our service will

provide support as a preventative measure as well as reunification when the children have been placed out of the home. The family will receive an intensive level of service where there is imminent risk of out of home placement by MCFD due to protection concerns. It differs from our FDR program in two main ways, being longer in duration, six to nine months, and also in intensity. The family will be provided with support in the home or community with up to 45 hours during the first two weeks, which is intended to assist them in becoming stable enough to reduce protection concerns. The level of intensity decreases as the family moves towards completing their goals and having an increased and healthy support system in place.

We began providing this service May 1st of this year and we are excited to witness the benefits of providing the level of service that many of us know historically, assists families with complex challenges to be successful in reaching their goal of remaining together. In July we will add an onsite element to this program where our families will come together to learn from and with one another. This will be offered in partnership with the Aboriginal Head Start Program at Katzie Nation.

While this is exciting it requires everyone at the Ridge Meadows office to adapt as we tried to find space for two more bodies. Yet again I must express my appreciation to my current team as they responded with a problem solving approach, as well as to our two new team members for being adaptable and fitting in to a flexible work location.

I am also grateful to the relationships we have developed with MCFD in this community as they worked with me to find a solution to our limited space and demonstrated a strong collaborative approach to the service by being creative and seeking a way to have the Aboriginal Family Counsellors housed to some degree with the Aboriginal MCFD team.

Ridge Meadows has seen a gradual increase in services provided to the community over the past few years and, as the Program Supervisor, I recognize that the biggest factor in this is the strong commitment of my team to their work, clients and the collaborative relationship with MCFD. I know that this does not happen without focus and constant commitment from both teams.



Wendy Fitzjohn Program Supervisor

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"Thank you very much for the great support. My worker is extraordinary in guiding me to the process of helping myself and my family through healing....Counselling has given me many insights and has helped me to heal and be a better mother." Client NS

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The North Shore Family Preservation and Reunification and Family Support Services Program (NSFPR/FSS) continues to provide an effective Service working collaboratively, flexibly, sensitively, creatively, and tirelessly with individuals receiving Services as well as those professionals referring individuals for Services (such as, Social Workers, Mental Health Clinicians, Probation Officers, Law Enforcement Professionals, Victim Assistance Support Workers, and the like).

The primary Service Team of WFC, Family Services of the North Shore (FSNS), Holyburn Family Services (HFS), and MCFD also continue to meet weekly to ensure service delivery is provided in a coordinated, culturally and clinically sensitive, and effective manner.

In these meetings, servicing needs and trends are discussed and identified as well as service assignment to agencies based on agency capacity and expertise. As a highlight of the process that emerged from these meetings, discussing and identifying service needs and trends, WFC and FSNS collaborated to deliver the [Helping You, Help Yourself Group for men](#) "to eliminate abusive be-

haviour in relationships." The focus of the group is to help individuals understand the reason for engaging in abusive behaviour and the effects on their families, examine what dynamics impact developing and maintaining a healthy relationship, examine beliefs and attitudes that promote healthy relationships, and gain specific skills that result in avoiding abusive behaviour. The group has been delivered for several cycles over this past year, and the feedback has been tremendous.

Aside from working with our primary Service Team, WFC has also worked with Vancouver Coastal Health Child and Youth Mental Health and Addictions to deliver a group for Parent Support and Education titled, [For Families of Youth with Co-Occurring Mental Health and Substance Use](#). The focus of this group is education about mental health and substance use, gaining skills to address the effect of 'concurrent disorders' of family dynamics, providing an opportunity for experiences to be shared in a support setting, examining the importance of taking care of self and promoting the well-being of family members, and fostering parents to be involved with 'the

process care, change and recovery in collaboration with treatment providers. This group has also been delivered for several cycles this past year as well as the Follow-Up group for parents wishing to continue to engage in dialogue with others in a supportive environment. The feedback for both of these groups have also been tremendous.

In highlighting these groups and their development and implementation process, it is key to emphasize that WFC worked with our partners collaboratively to identify two service needs and trends of the North Shore community that WFC can help address. While these service needs and trends are also addressed by the one-to-one outreach Family Counselling services, it is through group services that expands the capacity of individuals to gain a network of social support that cannot be gained through just one-to-one services. It is also through group service opportunities that individuals are empowered with a sense of control over their challenges and make decisions and act in more effective ways to move forward in their life circumstances in a dignified manner.

WFC is honoured and humbled working in such a critically collaborative manner with its partners and in delivering such critically vital services to its community.



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## Performance and Quality Improvement (PQI)

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Measuring the quality and effectiveness of our services is important because it tells us how we are performing and leads to improved care.

Quality measures can take many forms and these measures evaluate our performance and examine areas of improvement in our services to our clients, the children and families we serve in our various communities. Quality measurement is the process of using data to evaluate our performance against recognized quality standards. There are four broad categories of quality measures:

1) Structure; 2) Process; 3) Outcome; and 4) Client experience.

### 1) Structure Measures

Our facilities are regularly monitored through our Occupational Health and Safety committee. Clients and Staff feel safe and welcomed in our offices. Our sites are equipped with tools and equipment in the provision of our services. We have counselling and therapeutic rooms that are equipped with resources used for specialized services such as Play Therapy; Parent-Child Interaction Therapy. We have the capacity to provide language specific services to a wide range of clientele. We regularly monitor and update our information technology systems to improve our client management systems. Annually, our policies and procedures related to administration and service deliv-

ery are reviewed and updated to ensure we are managing risk and meeting high quality care.

### 2) Process Measures

Process measures are used to determine the extent to which our Staff as service providers are meeting Client and systemic goals. Having a well-designed service plan is critical in the provision of recommended services. Reasons for referral and Client goals are reviewed through our file reviews to ensure the clients are receiving the recommended services. A recent client file review in February 2016, on service trends indicated Parental Mental Health at 34% as the primary goal in our current services. The PQI committee recommended Staff training in Mental Health to ensure our staff are equipped with the right tools, current knowledge and resources in the provision of these services.

### 3) Outcome Measures

Outcome measures evaluate change in a client's functioning as a result of the services they have received. They also assess whether or not the goals of care have been accomplished. The challenge in measuring outcomes is that Clients are interested in improving their health and functioning, but not the processes that support these

outcomes. Client Self-Assessments and Family Functioning indicators are used to measure change and outcomes, however it remains to be a challenge for our Staff to have families go through these processes and pre-service and post service.

#### 4) Client Experience Measures

Client experience measures provide feedback on client's experiences of the services they have received. Our file reviews conducted last year in July 2015 looked at the timeliness of intakes, and examined data to see how long it took for a Client to see a Family counsellor. Research shows that Clients who have a positive experience with their service care providers are often more engaged in their care, more committed to the service plans, and more receptive to advice from their family counsellors. The results from the review brought about some positive changes and examined ways how we could work more collaboratively with the Social Workers to support our clients and their experience with us and the Ministry.

Other tools used to collect feedback from clients include semi-annual surveys and a 3 month follow up call after discharge. Inclusion of Client experience is a key measure of quality improvement. Therefore every comment received is reviewed by our teams and shared with our funders so that we can continue to find areas of improvement in our services and further

improve client experience and engagement.

The process of developing meaningful quality measures and putting them into use is ongoing and the PQI Committee continues to refine its systems and processes overtime. But as we collect and evaluate more data on quality, we'll be closer to ensuring that every client is treated respectfully and receives the highest quality of care.

Freeza Anand Director of Development



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**Service Stats**


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**2015-2016**


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**PROGRAMS & SERVICES**

	Children	Parents/ Guardians	Other Family Members	Total Number of Participants
Vancouver Family Preservation & Reunification	585	522	1087	2,194
North Shore Family Preservation & Support	156	133	321	610
Tri-Cities Family Preservation & Support	141	112	275	528
Ridge Meadows Family Development Response	313	194	485	992
	1,195	961	2,168	4,324

**COMMUNITY GROUPS & WORKSHOPS**

	Children	Parents/ Guardians	Other Family Members	Total Number of Participants
Community Groups and Workshops	1,016	1,596	N/A	3,262

Community Groups and Workshops for individuals and families include education groups such as: Mother Goose, Nobody's Perfect, Budget Gourmet, You Make the Difference, Strong Kids Program, Parenting After Separation, Successful Co-parenting, Family T.I.E.S. Program, Healthy Babies, Parenting Plus Mother Baby Program and Avenues of Change -Coquitlam River.

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**Total Number of  
Participants**


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**7,586**


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**Total Client  
Service Hours**


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**32,117**


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## Statement of Revenue & Expenditures

Westcoast Family Centres Society  
Year Ended March 31st, 2016

	2016	%	2015	%
Revenue (Note 2)				
Ministry of Child & Family Development				
(MCFD) government grants	\$ 4,025,370	81.41	\$ 3,950,673	87.25
Other program revenue & donations	726,797	14.70	401,180	8.86
Interest & rental income	133,887	2.71	141,698	3.13
Ammortization of deferred capital contributions (Note 7)	-	-	731	0.02
Fee for service revenue	58,423	1.18	33,555	0.74
	4,944,477	100.00	4,527,837	100.00
Expenditures				
Advertising & promotion	1,333	0.03	1,261	0.03
Amortization	27,277	0.55	8,679	0.19
Automobiles & travel	78,713	1.59	82,528	1.82
Computer expenses	55,486	1.12	47,918	1.06
Consulting fees, Non Profit Social Services Collaborative				
Hub Co-op Expenses	22,983	0.46	-	-
Consulting fees for program and others	25,952	0.52	2,350	0.05
Education & recreation	5,122	0.10	4,872	0.11
Equipment rentals, technology services, telephone, communications & utilities	149,160	3.02	133,431	2.95
Food & Kitchen	28,474	0.58	17,918	0.40
Insurance	27,275	0.55	19,447	0.43
Interest & bank charges	3,699	0.07	2,725	0.06
Membership fees	9,228	0.19	16,497	0.36
Office & general	30,146	0.61	24,991	0.55
Professional fees	20,360	0.41	18,898	0.42
Program supplies, services and meetings	63,709	1.29	52,150	1.15
Rent & occupancy	366,522	7.41	350,916	7.75
Repairs & building maintenance	56,448	1.14	52,218	1.15
Salaries, wages & benefits	3,785,720	76.56	3,575,231	78.96
Sub-contract services	80,341	1.62	26,796	0.59
Training, recruitment & accreditation	59,212	1.20	44,268	0.98
	4,897,160	99.04	4,483,094	99.01
Excess of Revenue over Expenditures	\$ 47,317	0.96	\$ 44,743	0.99

## Thank You to Our Funders & Donors

Ministry of Children and Family Development  
www.gov.bc.ca/mcfd/



Kids-Up Front  
www.kidsupfront.com



Canadian Tire Jumpstart  
www.jumpstart.canadiantire.com



Coast Capital Savings  
www.coastcapitalsavings.com



CKNW Orphan's Fund  
www.cknworphansfund.com



VanCity  
www.vancity.com



North Shore Optimist Club



Public Health Agency of Canada  
www.phac-aspc.gc.ca



TELUS Vancouver Community Board  
www.Telus.com



Variety The Children's Charity  
www.variety.bc.ca



Port Coquitlam Foundation



United Way of Lower Mainland  
www.uwlm.ca



North Shore Community Foundations



First West Foundation



Fraser Health Authority  
www.fraserhealth.ca



Ministry of Justice  
www.gov.bc.ca/justice/



Travel Underwriters  
www.travelunderwriters.com



City of North Vancouver



BC Gaming  
www.gaming.gov.bc.ca



United Way Avenues of Change



Bridge Youth & Family Services



For more detailed list of our funders, donors and supporters, please visit our website at

[www.westcoastfamily.org](http://www.westcoastfamily.org)

# Thank you for your support!!

## Thank You to Our Staff & Board

### Board of Directors

John Clark President

Fran Maclean Vice-President

Mikaela Taylor Treasurer

Major Brar Secretary

Jim Bahen Director

Trish Wallace Director

Shannon Svingen-Jones Director

### Service Award Recipients

Twenty Years

Aleta Bombase

Jan Waldbillig

Ten Years

Freeza Anand

Jorge Cortez

Too, Heng

Shahla Noorani

Luz Quintero

Zinat Sajadi

Lori Sangha

Five Years

Fariba Aghdassi

Richard Argue

Karen Hoffman

Samantha Louie

Henry Noronha

### Executive Officers & Management Team

Ann Kutcher Executive Director

Freeza Anand Director of Development

Jan Waldbillig Community Development Coordinator

Aleta Bombase Director of Information Technology

Kam Gillis Director of Human Resources

Bill Worobec Manager of Human Resources & Finance

Johnny Zheng Controller

Anne Fitzpatrick Administrative Coordinator

Paul Sheaves Program Director, VFPS NW

Theresa Thompson Program Director, VFPS NE

Bruce Macleod Assistant Program Director, SVA

Wayne Wong Program Director, North Shore

Tanya Valois Program Director, Tri-Cities

Michelle Picard Assistant Program Director, Tri-Cities

Navreen Gill Initiative Co-Ordinator, Avenues of Change

Wendy Fitzjohn Program Supervisor, Ridge Meadows



# Celebrating... the Strength of Family & Building Blocks for Better Lives



## HEAD OFFICE/VANCOUVER NE

101-2780 East Broadway  
Vancouver, BC V5M 1Y8

## MAPLE RIDGE

22323-119th Avenue  
Maple Ridge, BC V2X 2Z2

## TRI-CITIES

2062 Manning Avenue  
Port Coquitlam, BC V3B 1L6

## NORTH SHORE

#203-1111 Lonsdale Ave.  
North Vancouver, BC V7M 2H4

## VANCOUVER NW

201-460 Nanaimo Street  
Vancouver, BC V5L 4W3

