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RIGHTS



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REPRESENTATIVE FOR CHILDREN AND YOUTH



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A VOICE!

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UP FOR
YOURSELF

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INDEPENDENT
OFFICE THAT'S ON
YOUR SIDE

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JOINING
FORCES
WITH YOUTH
AND
FAMILIES

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Annual Report 2017/18 *and* Service Plan 2018/19 to 2019/20



I
learned
a long time
ago the wisest
thing I can do is
be on my own side, be
an **ADVOCATE**
for myself
and others
like
me



Sept. 28, 2018

The Honourable Darryl Plecas
Speaker of the Legislative Assembly
Suite 207, Parliament Buildings
Victoria, B.C., V8V 1X4

Dear Mr. Speaker:

It is my pleasure to present the 2017/18 Annual Report and the 2018/19 to 2019/20 Service Plan of the Office of the Representative for Children and Youth to the Legislative Assembly.

This document reports on the period April 1, 2017 to March 31, 2018 and covers activities underway and planned for the period April 1, 2018 to March 31, 2020, and has been prepared in accordance with part 5, sections 17 and 19 of the *Representative for Children and Youth Act*.

Yours sincerely,



Dr. Jennifer Charlesworth
Acting Representative for Children and Youth
Province of British Columbia

pc: Mr. Craig James
Clerk of the Legislative Assembly

Nicholas Simons, MLA
Chair, Select Standing Committee on Children and Youth

Art on the front and back covers was created by the Representative's Social Media Youth Team and forms part of a larger creative project entitled "The ABCs of RCY." The full alphabet of information was published on the Representative's social media channels in the fall and winter of 2017. This youth-created art project has been made into a poster that is being distributed to every middle and secondary school in B.C. in an effort to raise awareness among youth about the Office of the Representative for Children and Youth.

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Bernard speaking at a youth rally at the B.C. Legislature to support youth aging out of care, October 2017

A MESSAGE FROM THE FORMER REPRESENTATIVE FOR CHILDREN AND YOUTH, BERNARD RICHARD

Annual reports are not normally considered to be personal documents – they are typically filled with statistics, graphs and performance measures and all other manner of data showing how an organization met or exceeded its goals for the year.

This *Annual Report and Service Plan* contains the requisite information to provide a clear picture of the work of the Office of the Representative for Children and Youth (RCY) during the 2017/18 fiscal year. However, I would like to begin it with a message that is distinctly personal.

I want to take this opportunity to offer my gratitude to British Columbians and to the people they have elected for entrusting me with the responsibility of this position. As Representative, I have been honoured to serve B.C.'s most vulnerable children, youth and their families and I have certainly taken that responsibility seriously.

As many will know, I decided to resign this position effective Aug. 31, 2018, and head home to New Brunswick. So, as this report is released in the Legislature, the third Representative for Children and Youth in the province's history is already on the job.

I am certainly pleased with the choice of Dr. Jennifer Charlesworth to succeed me as Representative and I am confident that, with her extensive background and obvious passion, she will be an outstanding advocate for children and youth in this province, ensuring that the Office of the Representative for Children and Youth maintains its high standard of advocacy, monitoring, investigation and independence.



Bernard with Alec Dan and Iona Paul at the Legal Services Society Dinner to Honour the Elders, November 2017

I am very proud of the work of the Representative's Office during my 21 months on the job. It is common knowledge that the relationship between RCY and the Ministry of Children and Family Development (MCFD) was – at the very highest levels – in need of a “reset” when I arrived, and I believe we have accomplished that and much more. On that note, I want to express my heartfelt thanks to every member of the RCY staff. Though my stay was shorter than expected, we accomplished a great deal because staff participated with enthusiasm and were extremely supportive of my direction as Representative.

The improved working relationship with MCFD – and other government ministries – led to some significant achievements for RCY during the 2017/18 fiscal year. We collaborated with MCFD to work together on key issues including: taking measures to improve the quality and consistency of planning for children and youth in care; exploring solutions to preserve crucial bonding time between mothers and infants while still ensuring child protection concerns are met; and beginning the work of creating a better process that allows for more thoughtful tracking of RCY recommendations.

While we have worked together with MCFD in an enhanced spirit of co-operation, we have nevertheless fiercely maintained the independence of this Office – a critical tool in RCY's function as an oversight body to the child- and youth-serving system. That independence is absolutely necessary as we perform our three core functions of advocacy, monitoring the child- and youth-serving system, and reviewing and investigating critical injuries and deaths of children and youth who have received reviewable services so that we can learn lessons from sometimes tragic occurrences.

During 2017/18, our Advocacy team opened more than 1,500 new cases to directly assist children, youth and their families – in many cases because they were frustrated or had even reached an impasse in dealing with MCFD, other government ministries or public bodies. Working out of RCY's three office locations in Burnaby, Prince George and Victoria, our advocates helped hundreds of children and families with direct advice, information and assistance while also advocating for larger changes within the complex system of services to children, youth and young adults in B.C.

Our Monitoring team continued to provide oversight and review of government-funded services for vulnerable children and youth to help improve program delivery and outcomes. In 2017/18, Monitoring also produced two reports – *Room for Improvement: Toward Better Education Outcomes for Children and Youth in Care* in October, and the fourth *B.C. Adoption and Permanency Options Update* in December. In both those reports, RCY took a strong, independent position, reminding government that it can and should do better for the children and youth in its care.

RCY's Critical Injury and Death Reviews and Investigations (CID) unit continued to review and undertake investigations of critical injuries and deaths of children and youth who have received reviewable services from government. This important function is conducted in order to ensure that lessons are learned and that recommendations are made to prevent similar injuries and deaths in the future. In 2017/18, the CID team reviewed “in-mandate reportables” detailing 936 critical injuries and deaths of B.C. children and youth and subsequently conducted 15 comprehensive case reviews from among those files.

In October 2017, the CID team also released the investigative report *Missing Pieces: Joshua's Story*, which examined the events and the impact of services offered – and not offered – leading up to the suicide death of a teenager while he was on an extended stay at BC Children's Hospital. That report included one recommendation, calling for the Ministry of Mental Health and Addictions to lead the development of a full continuum of mental health services for children and youth in the province – work, I am pleased to say, the ministry has been consulting RCY on as part of its process.

In addition to these important areas of work, RCY bolstered its Indigenous Strategies and Partnerships (ISP) division that, in 2017/18, continued its significant engagement initiative for Indigenous children in care, holding the second Ignite Your Spirit (IYS) forum in Lake Cowichan in August 2017. The ISP team also participated in the Federation of BC Youth in Care Networks' Reconciliation Tour and collaborated with Advocacy in planning for an 18-month child rights education tour as well as its third IYS event.

Meanwhile, during the 2017/18 fiscal year, RCY continued to evolve internally, becoming more reflective of the families we serve and better able to understand, respect and embrace Indigenous cultures and practices in our work. The ISP team, formed in 2016, played a key role in that development, as did RCY's strategic human resources plan to increase the percentage of Indigenous staff members in recognition of the fact that much of the population for whom we advocate is Indigenous.

While we often encourage government ministries to break down "silos" that can prevent resources from being used in the most effective manner, we have taken significant steps to "walk that talk" internally. During the past fiscal year, concerted efforts were made to have various RCY program areas work together on common projects such as reports and reviews, allowing for optimum use of the considerable talents of our staff to create better products that more effectively inform government and the public of changes that are required to best help vulnerable children and youth.

Similar internal teamwork has also resulted in the first-ever RCY Strategic Plan, and accompanying three-year Operational Plan, which were developed over more than a year with considerable participation from staff in all areas of the organization. The Strategic Plan sets out RCY's vision in the following simple language, to see B.C. as *"a province in which children and youth are healthy and safe, and their interests and viewpoints are heard and acted upon."*

The Strategic Plan lays out the Office's priorities and goals as well as the actions planned to fulfill them. This plan is considered a "living document" and will allow RCY to be nimble enough to react to shifting realities. However, I am confident it has been thoughtfully and sturdily constructed so as to provide a solid foundation for the organization going forward.

In November 2017, I submitted a detailed report to, and subsequently appeared before, the Select Standing Committee on Children and Youth for the purposes of that Committee's five-year review of our legislation, the *Representative for Children and Youth Act*. I was pleased that the Committee's report endorsed most of our recommendations for reform of the legislation, especially those in relation to embedding the Monitoring role as a permanent function of the Office, expanding the Advocacy mandate to include young adults who had formerly been in care, and including reference

in our legislation to the *United Nations Convention on the Rights of the Child (UNCRC)*. We look forward to these legislative changes being enacted and brought into force in the near future.

The document that follows outlines the approach to meeting my accountability to the public and the Legislature to report on the activities of the Office and plans for future years. It describes the activities of the Office during 2017/18 as well as outlines RCY's planned strategic initiatives for 2018/19 and 2019/20. It provides a full and comprehensive picture of the Office's accomplishments over the past reporting period, plans for future years and how RCY's work to achieve its mandate, vision and goals will be measured.

Sincerely,

A handwritten signature in black ink, appearing to be 'B. Richard', written in a cursive style.

Bernard Richard
Former Representative for Children and Youth

Dr. Jennifer Charlesworth, Acting Representative for Children and Youth

Dr. Jennifer Charlesworth is B.C.'s Acting Representative for Children and Youth.

Dr. Charlesworth has worked in the B.C. social and health care sectors since 1977. From 1980 through 1992, she served in front-line child welfare, social policy, program management and executive roles within government, and was engaged in formative work on deinstitutionalization and community inclusion for people with disabilities, women's and girls' health, mental health and youth services. Dr. Charlesworth also supported the implementation of the 1995 *Gove Inquiry into Child Protection* recommendations and was a member of the executive team during the formation of the Ministry for Children and Families.



She left government in 1997 to complete her PhD on the power of women's voice in the face of adversity, teach child and youth care at the University of Victoria, and grow her consulting practice. In 2006, Dr. Charlesworth transitioned into the non-profit sector and became the Executive Director of the Federation of Community Social Services of BC. During her tenure, the Federation grew in size, scope and influence, and worked with Indigenous organizations to co-create new ways to support Indigenous children, youth and families.

Since leaving the Federation, Dr. Charlesworth has been immersed in developing the leadership, innovation and cultural awareness of the community-based social care sector. She is the founder of the Leadership 2020 program for the Federation, has served on numerous community boards and provincial advisory committees, and was a member of the Premier's Advisory Council on Social Innovation and Entrepreneurship. In 2017, she became the Organizational Change lead at InWithForward – Canada's first social research and development collective that integrates person-centred social science research and design to generate meaningful social innovation. For the past two years, Dr. Charlesworth has also been working with Chief Wedlidi Speck and many other leaders to inspire culturally safer workplaces and services for Indigenous staff and people served.

Dr. Charlesworth lives in the traditional territories of the Lekwungen and WSÁNEĆ peoples. She has a PhD in Child and Youth Care from the University of Victoria, and an MBA from Oxford Brookes University in Oxford, England. She is the parent of two vibrant young women who remind her daily of the power and promise of young people.

B.C.'s Representative for Children and Youth

Since 2007, British Columbia's Representative for Children and Youth has supported our province's young people and their families in dealing with the provincial child and youth welfare system. The Representative also provides oversight to this system and makes recommendations to improve it.

The creation of the Office was a recommendation of the independent review of B.C.'s child protection system conducted by the Honourable Ted Hughes between November 2005 and April 2006 (*Hughes Review*). In May 2006, B.C. passed the *Representative for Children and Youth Act (RCY Act)*, establishing the Legislative Assembly's authority to appoint a new officer of the Legislature as the Representative for Children and Youth.

In November 2006, Mary Ellen Turpel-Lafond was appointed as B.C.'s first Representative for Children and Youth. She was re-appointed for a second and final five-year term in 2011. On Nov. 27, 2016, Turpel-Lafond's second term ended and Bernard Richard was appointed Acting Representative for Children and Youth. On Feb. 16, 2017, Richard was confirmed by the Legislature as the province's second Representative. Richard resigned from the position at the end of August 2018 to return to New Brunswick. On July 12, 2018, the Special Committee to Appoint a Representative for Children and Youth unanimously recommended Dr. Jennifer Charlesworth as the new Representative for Children and Youth. The Legislature is expected to vote on that recommendation in the fall of 2018. Dr. Charlesworth was appointed Acting Representative, effective Aug. 31, 2018.

WHO WE ARE



OFFICE OF THE REPRESENTATIVE FOR CHILDREN AND YOUTH

Representative's Mandate

The mandate of the Representative for Children and Youth is:

<p>Advocacy</p>	<p>To provide information, advice and assistance to children, youth, young adults and their families who need help in dealing with designated or prescribed services or programs provided or funded by government; to help them to become effective self-advocates with respect to those services; to support and promote the development of advocacy services within communities; and to comment publicly on advocacy services for children and their families with respect to designated services.</p>
<p>Critical Injury and Death Reviews and Investigations</p>	<p>To conduct reviews and undertake investigations of critical injuries and deaths of children and youth who have received reviewable services and to identify and make recommendations for improvements to services to prevent similar injuries or deaths in the future.</p>
<p>Monitoring</p>	<p>To monitor, review, audit and conduct research on the provision of government-funded designated services or programs for children and youth and their families and to identify and make recommendations for change to improve the effectiveness and responsiveness of those services.</p>

Reviewable services are services or programs under the *Child, Family and Community Service Act (CFCS Act)* and *Youth Justice Act* and include mental health and addictions services for children.

Designated and prescribed services include but are not limited to:

- Family support
- Child protection
- Foster care
- Adoption
- Guardianship
- Children and youth with disabilities
- Early childhood development and child care services
- Mental health and addiction services for children
- Youth justice
- Services for youth and young adults during their transition to adulthood
- Community Living BC (CLBC) services for young adults between their 19th and 24th birthdays

Vision, Goals & Values

Vision

A province in which children and youth are healthy and safe, and their interests and viewpoints are heard and acted upon.

Goals

1. Improved services to vulnerable children and youth
2. Children and youth are engaged in the work of the Representative's Office
3. The Representative's Office is more reflective of Indigenous children and families served
4. The Representative's Office works in an informed, effective and integrated manner

Values



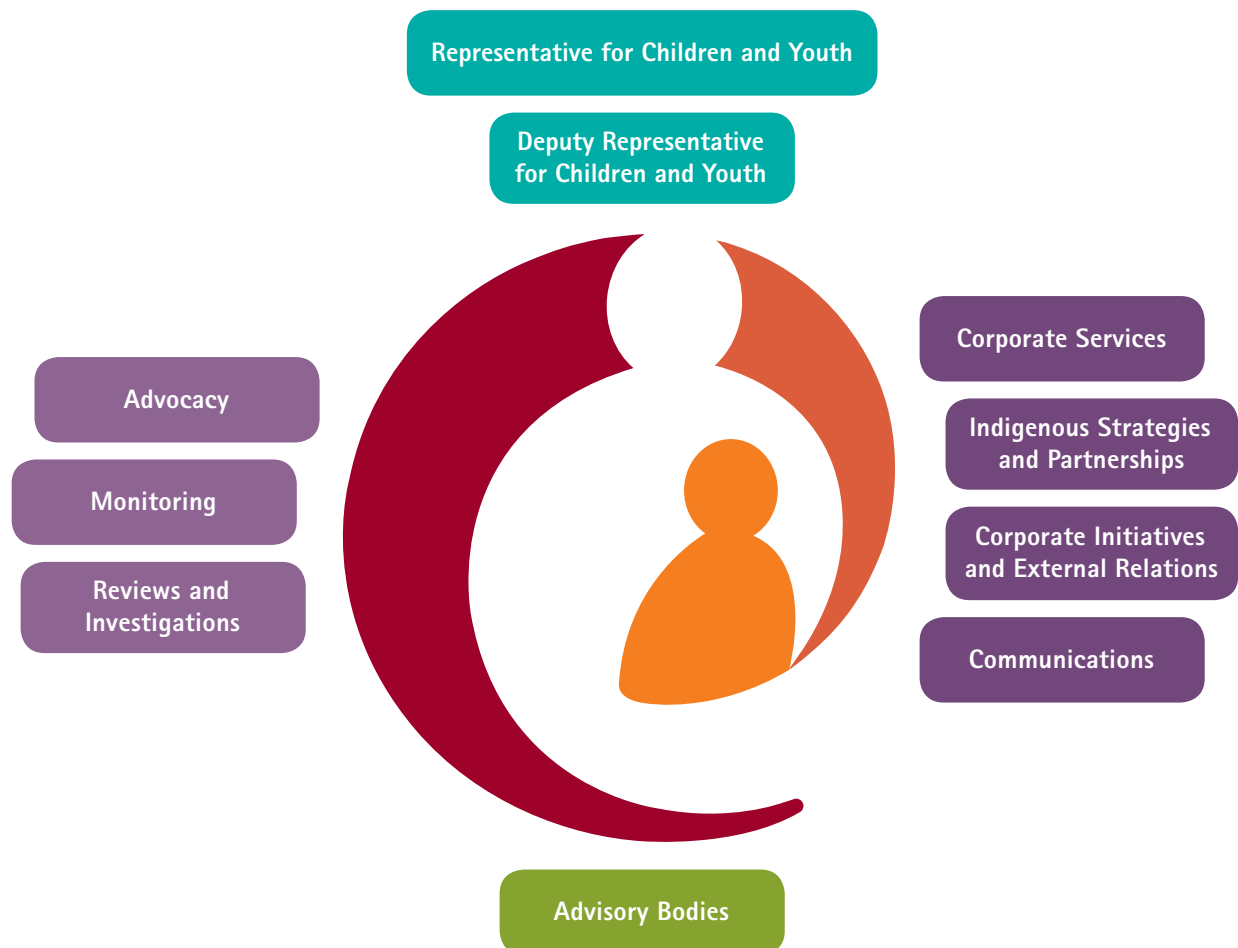
Organization

The Representative for Children and Youth has offices in Victoria, Burnaby and Prince George. Through its outreach activities, RCY engages with children, youth and their families, and connects with organizations and communities province-wide.

The Representative's staff bring a wide range of experience to the Office. With backgrounds in child welfare, social work, child and youth mental health, education, youth justice, community development, law and research and analysis, staff have the required expertise to support the Representative in meeting her mandate.

To ensure that the Office is responsive to, culturally safe for, and reflective of the Indigenous children and youth it supports, RCY initiated an Indigenous recruitment and retention strategy in 2017/18. To this end, the Office applied for and received special program approval from the B.C. Human Rights Tribunal to review every position vacancy and restrict recruitment to Indigenous applicants until 20 per cent of staff are Indigenous. This approval was granted for five years and remains in effect until Oct. 18, 2022. As of March 31, 2018, 21 per cent of the Representative's Office staff identify as Indigenous.

All staff share a commitment to making a difference in the lives of vulnerable children, youth and young adults in B.C.





*Bernard and Deputy Representative Dawn Thomas presenting the Room for Improvement: Toward Better Education Outcomes for Children in Care report to the Select Standing Committee on Children and Youth, November 2017.
Photo: Legislative Assembly of British Columbia*

Accountability

The Representative is an independent officer of the Legislature, accountable to the citizens of B.C. through their elected officials.

The Representative reports to an all-party committee of the Legislature, the Select Standing Committee on Children and Youth (SSCCY). Under the *RCY Act*, the SSCCY is responsible for fostering greater awareness and understanding among legislators and the public about the B.C. child- and youth-serving system. Every one of the Representative's reports is publicly reviewed by the Committee, thereby providing a public forum for discussion.

The Select Standing Committee on Finance and Government Services (SSCFGS) is responsible for reviewing the budget submission of all independent or statutory officers of the Legislature. Under this authority, the SSCFGS reviews and makes budget recommendations for the Office of the Representative for Children and Youth for each fiscal year.

The Representative's financial statements are audited annually by the Auditor General of B.C.

Review of Legislative Mandate

In accordance with s. 30 of the *RCY Act*, the SSCCY undertook a statutory review of the Act during the 2017/18 year. The review consisted of briefings with expert witnesses and written submissions from individuals and organizations. The Committee determined that the Act is working well to support the work of the Representative's Office and that the Office itself is integral to the system of care for vulnerable children and youth.

Some of the key amendments recommended by the Committee to improve the Act and enhance the Representative's role are as follows:

- The reference in s. 30 to determining whether the functions of the Representative are still required be removed, and instead state that the Committee will undertake a comprehensive review – or review of portions of the Act – every five years to ensure the Act is functioning effectively to meet the needs of children, youth and young adults. This, in effect, means that the primary statutory functions of the Representative, and in particular the Monitoring function, would no longer need to be specifically reviewed and justified on a periodic basis.
- A requirement be added that the Representative's work reflect the principles contained in the *United Nations Convention on the Rights of the Child (UNCRC)*.
- The definition of designated services – which relate to the Representative's Advocacy and Monitoring functions – be clarified as including services or programs provided or funded by government for children with special needs. This would clarify the Representative's current mandate in relation to children with special needs.
- The Representative's Advocacy mandate be expanded to include young adults who have previously been in care with respect to services and programs necessary to support them in their transition to adulthood.
- The Representative's current mandate in relation to advocacy for young adults with special needs be expanded to include a broader range of programs and services, beyond only those services provided by Community Living BC.
- A provision that where the Representative is investigating a critical injury to a child, the investigation may include events and incidents that occurred after the child reached 19 years of age, where the Representative believes that such investigation raises important issues related to the conduct of a public body delivering a reviewable service.

With the review of the *RCY Act* complete, it is responsibility of the Attorney General to bring forward proposed changes in legislation and/or regulations to give effect to the Committee's recommendations.

Focus on Vulnerable Children and Youth

The Representative advocates for the rights of all children and youth in B.C.

The particular focus of the Representative's work is, however, those children, youth and young adults who are receiving reviewable and designated services from MCFD or other public bodies delivering child-, youth- or young-adult serving programs including:

- Family, youth and children in care services delivered under the *Child, Family and Community Service Act*
- Early childhood development and child care programs
- Services for children, youth and young adults with special needs
- Child and youth mental health programs
- Addiction services for children and youth
- Adoption services
- Youth justice services.

Some children and youth receiving services and programs are particularly vulnerable due to their significant individual needs or life circumstances.

In the course of delivering its mandated services of advocacy, reviewing critical injuries and deaths and monitoring designated ministry services, the Representative's Office gathers an enormous amount of key data about the circumstances of vulnerable children and youth.

During the 2017/18 fiscal year, the Office focused on analyzing this data in strategic ways to uncover central trends and issues related to these youth, including:

- key demographics in terms of age, gender, Indigeneity and home community
- specific challenges faced such as inadequate services and supports and insufficient planning
- the injuries inflicted upon them, such as physical and sexual assaults, and their coping strategies, including substance misuse and self-harming.

RCY's focus on understanding the data has informed and will continue to inform the work of the Office going forward for Indigenous children in government care, all children and youth facing challenges with mental health issues, and young people aging out of care. In addition, this work has given us the essential context to consider further detailed examination of the gaps in rural and remote communities and the adequacy of services and supports to children and youth affected by fetal alcohol spectrum disorder.

B.C.'s Vulnerable Children and Youth BY THE NUMBERS

6,698

Number of children and youth in care as of March 31, 2018

4,223

Number of Indigenous children and youth in care as of March 31, 2018

46

Average daily number of youth in custody in B.C.'s two youth custody centres in March 2018

12,253

Number of children and youth receiving autism funding payments in fiscal year 2017/18

5,859

Number of 19- to 24-year-olds receiving services from Community Living BC as of March 31, 2018

242

Number of children and youth in care placed for adoption in fiscal year 2017/18

23

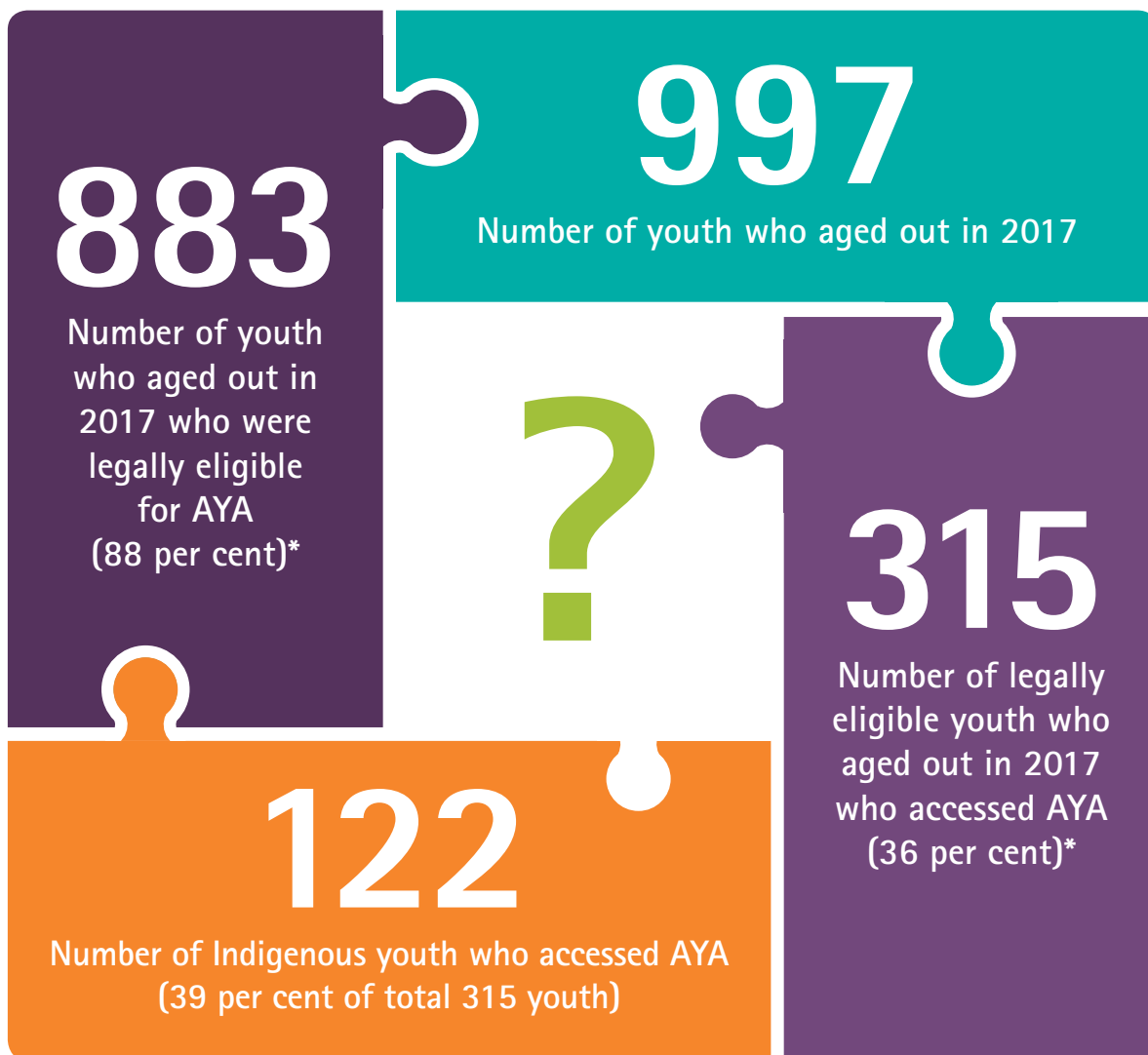
Number of suspected drug overdose deaths in 2017 among youth between the ages of 10 and 18

Source: MCFD, CLBC and RCY Data

The AYA Puzzle

Agreements with Young Adults program

Why are so few youth taking advantage of the AYA program?
How is MCFD supporting youth who are not in the program?
The Representative will complete a review of AYA in 2018/19.



All information from MCFD

Agreements with Young Adults (AYA): MCFD program that provides funding to help cover the costs of housing, child care, tuition and health care for former youth in care who are attending school, rehabilitation, vocational or life skills programs.

* To be legally eligible for an AYA, the youth must have either been under a Continuing Custody Order or a Youth Agreement. Some children in care, such as those under a Voluntary Care Agreement or a Temporary Custody Order, are ineligible.

Working Together for Improved Outcomes

With the overriding objective of improving outcomes for vulnerable children, youth and young adults, the Representative's Office works with others and collaborates on a number of initiatives.

Care Plan Review

Past audits and investigations conducted by the Representative, as well as Grand Chief Ed John's 2016 review of Indigenous child welfare issues in B.C., identified a critical need to improve care planning and cultural planning for children and youth receiving services from MCFD.

In December 2017, the Representative's Office received approval of three-year funding beginning April 1, 2018 to conduct a comprehensive qualitative review of care planning for children and youth in care. The review will have a particular focus on permanency planning, Indigenous cultural planning and planning for youth aging out of care. Following approval of the funding, significant progress was made in preparing for the review including a comprehensive literature and jurisdictional review of quality care planning and the development of assessment tools. A collaborative working group was established with MCFD and detailed work plans were developed. Consultations will occur with Delegated Aboriginal Agencies (DAAs) to determine a plan to review care plans conducted in their agencies. The Representative's review of specific cases will commence in the fall of 2018.

Recommendations Working Group

In the context of the reset of the relationship with MCFD and in response to a previous public disagreement about what would seem to be a simple matter – the number of recommendations made by the Representative since the inception of the Office – RCY and MCFD established a joint working group with the objectives of reviewing and reconciling the number and status of all the outstanding recommendations previously issued by the Representative to MCFD, and updating the process for the tracking of recommendations directed to MCFD. The work of the first phase confirmed that, since the inception of the Office through to and including 2016, RCY released a total of 94 public reports, 31 of which contained a total of 158 recommendations specific to MCFD. Work continues on the current status of those recommendations and on a recommendations tracking process going forward.

Tuition Waiver and Agreements with Young Adults Programs

Over the past several years, the Representative has worked with post-secondary institutions, business leaders and government to support the post-secondary Tuition Waiver Program for former youth in care.

The Representative is encouraged that the Tuition Waiver Program is now available through all 25 of B.C.'s public post-secondary institutions and that the number of approved applications from students increased significantly last year. The Representative continues to advocate for policies and practices that are inclusive for as many former youth in care as possible and that recognize the effect that the experience of being in care may have on readiness for advanced education as well as the supports needed to succeed.

In February 2018, the Representative also asked MCFD to reconsider the redesign of the Agreements with Young Adults (AYA) program for former youth in care so as to address the breadth of supports students need to succeed – housing, mental health services, child care and transportation – in order to promote increased application to the program by eligible youth aging out of care.



Artwork by RCY Social Media Youth Team

Canadian Council of Child and Youth Advocates

The Canadian Council of Child and Youth Advocates (CCCYA) is an alliance of the legislatively mandated Advocates or Representatives for children and youth from nine provinces and two territories of Alberta, B.C., Manitoba, New Brunswick, Newfoundland and Labrador, Nova Scotia, Nunavut, Ontario, Québec, Saskatchewan and Yukon. The B.C. Representative's Office has traditionally taken a lead role in the activities of the CCCYA, in particular with the development of joint communiqués on behalf of the national organization.

CCCYA National Biennial Conference

In September 2017, the Representative and select staff attended the CCCYA Conference in Banff, Alta. This conference was an opportunity for staff from the offices of children's Advocates and Representatives from across the country to come together for learning, sharing and networking. Main focus areas revolved around themes of reconciliation, self-care, child rights, youth homelessness and suicide. Conference attendees heard from Indigenous leaders and Elders on topics such as residential schools and the Truth and Reconciliation Commission process, and also from young adults who had experienced living in care.

CCCYA Advocacy on Cannabis Regulation

In April 2017, the federal government tabled Bill C-45, *An Act respecting cannabis and to amend the Controlled Drugs and Substances Act, the Criminal Code and other Acts*, to legalize and regulate the recreational use of cannabis in Canada. In July 2017, the CCCYA sent a letter to Prime Minister Justin Trudeau and the Council of the Federation (an association of provincial first ministers) outlining concerns with the proposed legislation. In January 2018, the CCCYA also released a public statement on Bill C-45.

The statement outlines the CCCYA's position that the legislation fails to adequately focus on, or protect, children from the potential harms of legalized cannabis. It makes several recommendations

regarding the use of and access to cannabis by youth including potency limits and quantities for youth under 25 and restrictions on sales, retail locations and packaging information. The CCCYA also calls on governments to use taxes collected for research, education, monitoring, harm reduction and treatment, and ensure that the legislation's potential to heighten the criminalization of youth is mitigated.

CCCYA Statement Regarding Indigenous Child Welfare

Following an emergency meeting on Indigenous child welfare in Ottawa convened by Indigenous Services Minister Jane Philpott and Crown-Indigenous Relations and Northern Affairs Minister Carolyn Bennett, the CCCYA issued a joint statement on Jan. 31, 2018 regarding Indigenous child welfare. The CCCYA acknowledged that the over-representation of Indigenous children and youth in care in Canada has reached crisis proportions and that addressing the crisis poses significant challenges. The CCCYA outlined its position that finding solutions is a shared responsibility requiring comprehensive and coordinated action within a process for change that supports reconciliation. The CCCYA was also firm in its view that any process must include the voices of children and youth.



The Representative and staff at CCCYA conference in Banff, September 2017

Children's Rights

The Representative's Office is a member of the national Child Rights Education Week Committee, which works collaboratively to produce a yearly awareness campaign in the third week of November around the *UNCRC*. The Committee is comprised of staff from Advocates' offices across Canada as well as child-serving organizations. In 2017, RCY's Social Media Youth Team developed a hashtag and produced a series of graphic images that centred around asking children and youth their opinions, such as what their ideal world would look like, whether they felt listened to, and whether they felt their rights were being respected. These questions and images were shared nationally through social media by different organizations and individuals to engage children and youth in conversations about their rights.



In addition, RCY staff took part in Simon Fraser University's campus radio national broadcast during Child Rights Education Week. On Nov. 20, 2017, the Representative and a member of the Representative's Indigenous Youth Leadership Team discussed RCY's commitment to making the voices of Indigenous youth in care heard during an interview with CJSF radio for its Radio: Change the World broadcast. The broadcast is archived online here: <http://www.cjsf.ca/contents/radio-change-world-british-columbia>.

PROGRAMS & ACTIVITIES



PROGRAMS AND ACTIVITIES 2017/18

The three core mandated program areas under the *RCY Act* – Advocacy, Monitoring and Critical Injury and Death Reviews and Investigations – work closely together to achieve the Representative's mandate in advocating for children and youth and providing oversight to the child-, youth- and young adult-serving system in the province.

The core program areas are supported by Indigenous Strategies and Partnerships, Corporate Initiatives and External Relations and Communications to deliver effective, highly integrated programs through the sharing of information and expertise, partnering on key initiatives, promoting youth engagement and building community and stakeholder relations.

Corporate Services supports the entire Office through the provision of human resource, technology, financial and administrative services.



Advocacy

Advocacy Support to Children, Youth, Young Adults and their Families

Systems of child-, youth- and young adult-serving services in the province are complex and can be challenging to navigate. The Representative's Advocacy team provides information, advice and assistance directly to:

- children, youth and their families in relation to government-funded designated services, and
- young adults between their 19th and 24th birthdays who are eligible to receive services from CLBC and who received a reviewable service within 15 months of their 19th birthday.

Advocacy staff help children, youth, young adults and their families by:

- supporting them to make connections to services and programs they need
- discussing their rights and what to do if those rights are ignored
- facilitating discussions about the care and services they need or receive and the decisions made about them
- supporting them to speak up in a way that might solve their problem and helping them to become effective self-advocates with respect to the services they need
- assisting with transitions out of MCFD care
- assisting with transitions for young adults eligible for CLBC services.

When contacted about issues outside the Representative's mandate, the Advocacy team attempts to direct callers to relevant agencies or services by providing information and referrals.



STAFF REFLECTIONS

April Fox

Manager, Advocacy

I've known from a very young age that I wanted to work towards improving the quality of life for children and youth. I am passionate about human rights and allowing people dignity as they walk their journey through life. Working at RCY allows me to act on that passion, collaborate and learn with a team of like-minded people so that we can make positive change for the future leaders of British Columbia.

Under its Advocacy mandate, the Representative's Office reaches out to communities to build awareness about child rights and to support and promote the development of local advocacy services.

The Representative may also identify broad issues that need to be addressed and comment publicly on issues for children, youth and young adults with respect to designated services.

Advocacy case example

Communication Challenges with MCFD

Karlie contacted the Representative's Office several times with concerns about a lack of communication and planning from MCFD in working toward the return of her three-year-old daughter to her care. Together, RCY's Intake Advocate and Karlie identified several obstacles that were preventing a collaborative relationship between Karlie and the ministry.

The Intake Advocate informed Karlie about her daughter's rights as a child in care under s. 70 of the *CFCS Act*, the MCFD complaints process, the principles of administrative fairness and MCFD policies regarding planning for children in care. The Intake Advocate also provided Karlie with information about accessing legal representation.

With Karlie's consent, the Intake Advocate contacted the ministry and informed the social worker and team lead involved in the case about Karlie's concerns. The Intake Advocate encouraged them to schedule an in-person meeting with Karlie to discuss planning. The social worker and team lead have scheduled ongoing meetings with Karlie to discuss her concerns and to further engage in planning for the eventual return home of her daughter.

Highlights of Advocacy Activities in 2017/18

Advocacy Trends

Many of those contacting the Representative's Advocacy team are assisted at the initial intake stage through the provision of information, advice and referrals to services and programs. This support might include coaching or advising an individual on how to approach a service provider, how to resolve an issue, or how to access or use complaint processes.

Should a caller's situation require further support, the Intake Advocate will assign the file for additional follow-up and open a case file.

“ I appreciate the time you took to meet with my son and I to listen to our situation. You sent me valuable information and I am very grateful for what you have done in such a short amount of time. ”

– Parent caller to RCY Advocacy

Figure 1 below shows the total number of advocacy calls received as compared to the total number of advocacy cases taken on by the Representative's Advocacy team for the years 2013/14 to 2017/18.

Figure 1 – Total Advocacy Calls and Total Advocacy Cases by Fiscal Year – 2013/14 to 2017/18

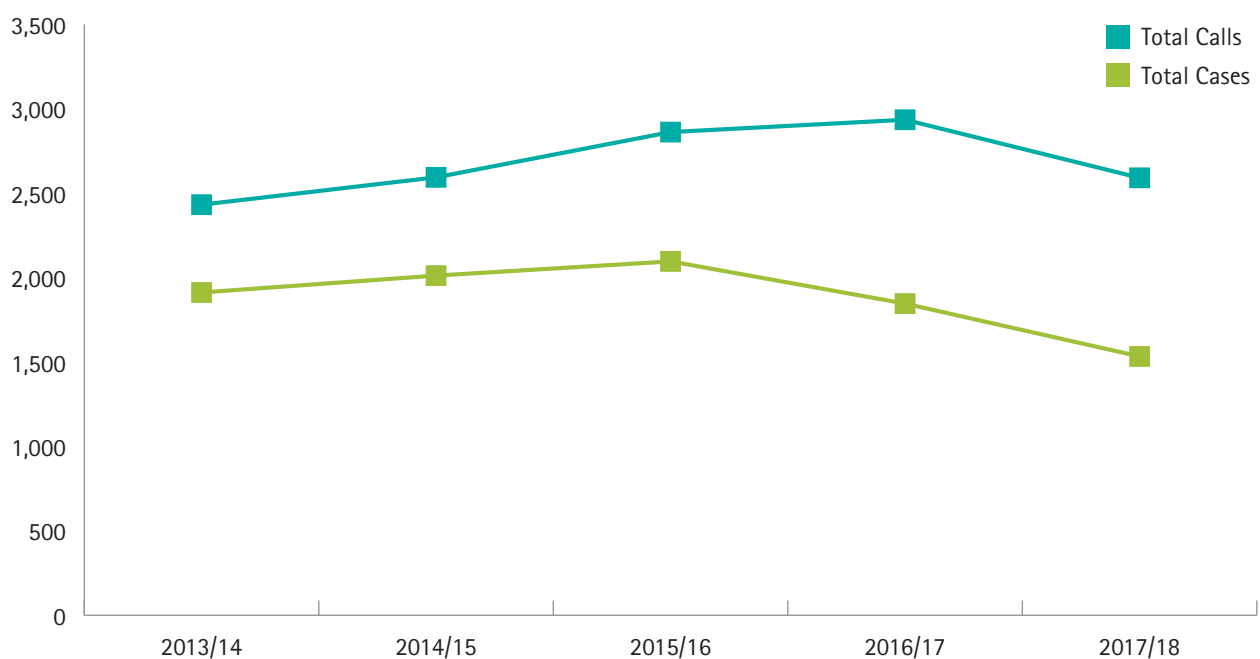


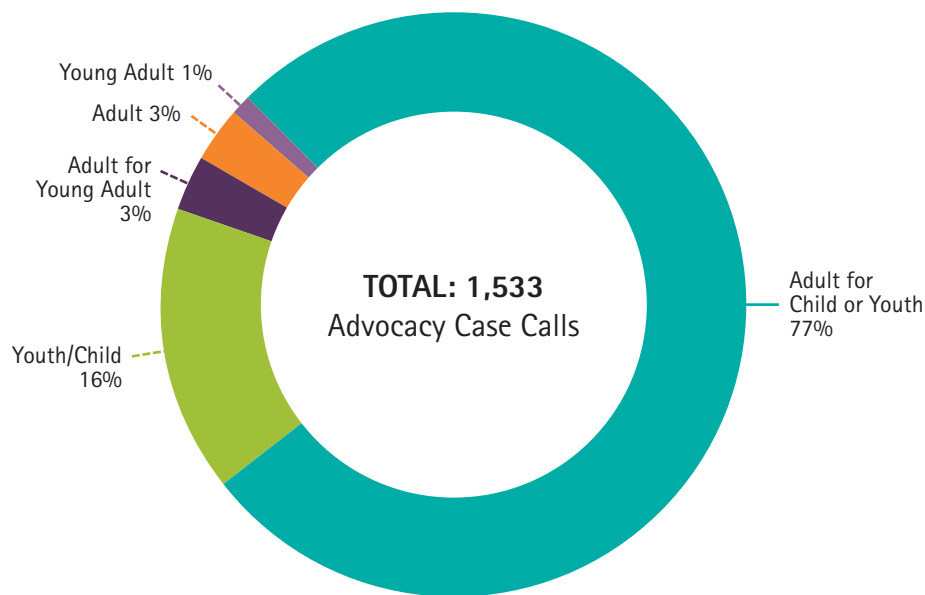
Figure 2 highlights the total number of advocacy cases handled by the Representative's Advocacy team between 2007/08 – the year the Representative's Office commenced its Advocacy function – and the current fiscal year. In total, between 2007/08 and 2017/18, the Representative's Office has handled 19,234 advocacy cases.

Figure 2 – Total Advocacy Cases by Fiscal Year – 2007/08 to 2017/18

Fiscal Year	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Total Cases	1,190	1,555	1,652	1,714	1,919	1,805	1,912	2,012	2,096	1,846	1,533

Figures 3 and 4 below provide detail on the origin of advocacy cases by source of initial contact and by region.

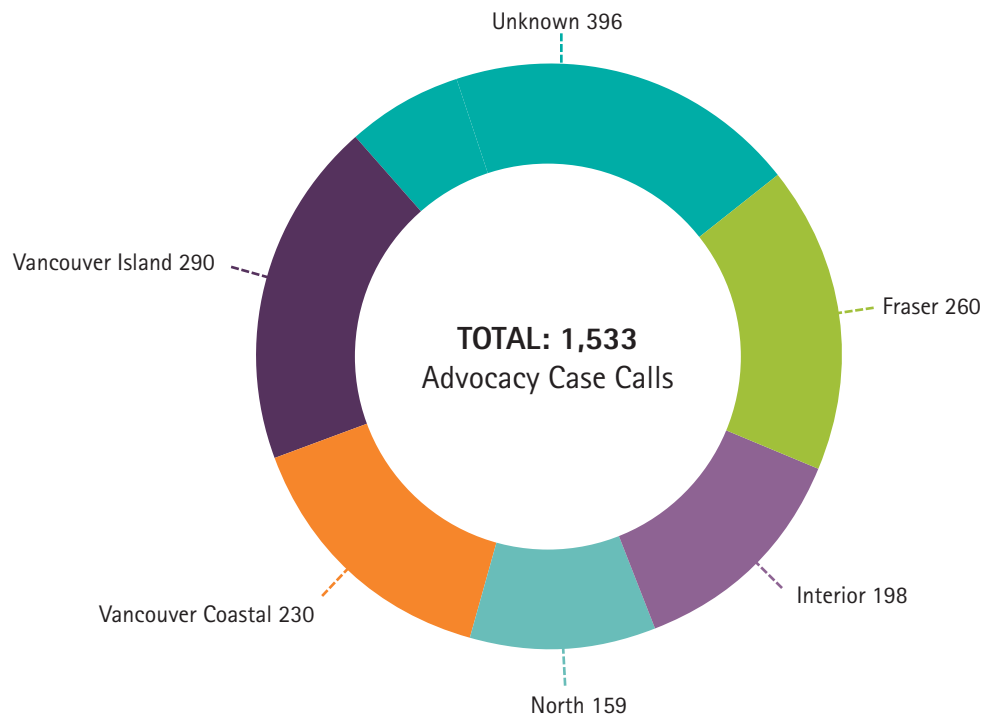
Figure 3 – Advocacy Cases by Initial Contact 2017/18



The top three areas of concern for all individuals seeking advocacy advice were:

- disagreements with care planning
- requests for information on a policy or standard, and
- ineffective or inadequate care plans

Figure 4 – Advocacy Cases by Region – 2017/18



Advocacy case example

Disagreement in Planning

Eighteen-year-old Violet approached RCY for assistance because she was denied a Youth Agreement and was temporarily living in an MCFD home outside her community. MCFD had deemed the home the best fit for her given her mental health needs; however, the home was only an emergency bed. This resulted in Violet having to move into a second MCFD home and this home was not in her community, either.

Some of Violet's community service providers felt she had sufficient skills to live independently with supports, but MCFD remained concerned. With the help of an RCY advocate, the youth developed a safety plan for her mental health and presented the plan, along with her proposal, to MCFD for reconsideration.

When MCFD continued to deny Violet a Youth Agreement, RCY's advocate elevated the concern for review by an MCFD practice consultant. Upon review, the youth was granted a Youth Agreement and moved back to her community.

Trend Analysis

In 2017/18, the total number of calls and open advocacy cases continued the decline that began in 2016/17. A review of our approach to the work of Advocacy highlighted a number of factors that have impacted our case numbers including the strategies used to balance outreach activities with individual advocacy work, how we record and account for open files and the increasing complexity of individual cases.

Our outreach work continued throughout the 2017/18 year, but child rights education tours are scheduled on a periodic basis and tours did not occur during the past two years. We will be conducting a targeted province-wide rights tour in 2018/19 and experience shows that rights education and outreach results in increased calls for advocacy services. An important focus during the past year was on reviewing our practice framework and building the capacity of the team to better serve the province in terms of both individual advocacy and outreach.

It is also important to note that the complexity of cases and the time advocates spend on cases supporting families to resolve complex issues is increasing. Of the files assigned for enhanced support, the most complex often involve children and youth who are deemed high-risk. For these files, advocates are required to support the young person to be heard and understood by multiple service streams such as mental health, special needs or addiction support services. In 2017/18, almost 22 per cent, and in 2016/17, more than 23 per cent, of all RCY advocacy cases involved children and youth deemed to be high-risk as compared to about 17 per cent of cases in 2015/16. In 2017/18, the majority of cases were open for approximately six months, with 12 per cent of case files closed within one month and about 10 per cent of case files open for a year or longer.

Advocacy Initiatives

Custody Centres

The Representative's Advocacy team continues to provide direct advocacy advice and support to youth in B.C.'s two Youth Custody Centres. This is facilitated by the ongoing positive relationships the team has established with staff at the Prince George and Burnaby Youth Custody Centres.

Advocates visit the centres on a monthly basis to meet with youth individually and discuss any concerns they may have with their own planning or issues arising in the centres. Advocates encourage and support self-advocacy, assisting youth in creating opportunities to have their voices and views considered in decisions that affect them. Advocates also facilitate rights education for youth at the centres and deliver training to MCFD youth custody staff about the services of the Representative's Office to support youth.

Outreach and Rights Education

As noted previously, planning is underway for a child rights education tour that will span the province during the next few years. The last tour in 2014/15 resulted in increased advocacy calls and the results of this enhanced outreach will be closely monitored for its impact on advocacy caseloads. The Advocacy team will also be hiring additional staff to build its outreach capacity and to enhance coordination with other RCY program areas around youth engagement and outreach.

*Advocacy case example***Youth Custody Centre – Promoting Self-Advocacy**

Joseph was incarcerated at the Prince George Youth Custody Centre and contacted the Representative's Office with concerns that there was no one available at the facility who spoke French. French is one of Joseph's first languages and he had been enrolled in the French School District prior to being confined. Joseph attempted to address this within the custody centre without success. An RCY advocate sat down with him and brainstormed ideas for a letter to the Provincial Director of youth justice. Joseph sent this letter to the Provincial Director and outlined his desire to continue to practise his language.

The Centre was unable to locate someone to speak French regularly with Joseph; however, it did provide him with CDs, books and other materials in French to aid him in maintaining his language. RCY continues to work with Joseph to advocate with the Centre for recruitment of an individual to speak French.



RCY's Burnaby staff sporting their orange for Orange Shirt Day, September 2017

Critical Injury and Death – Reviews and Investigations

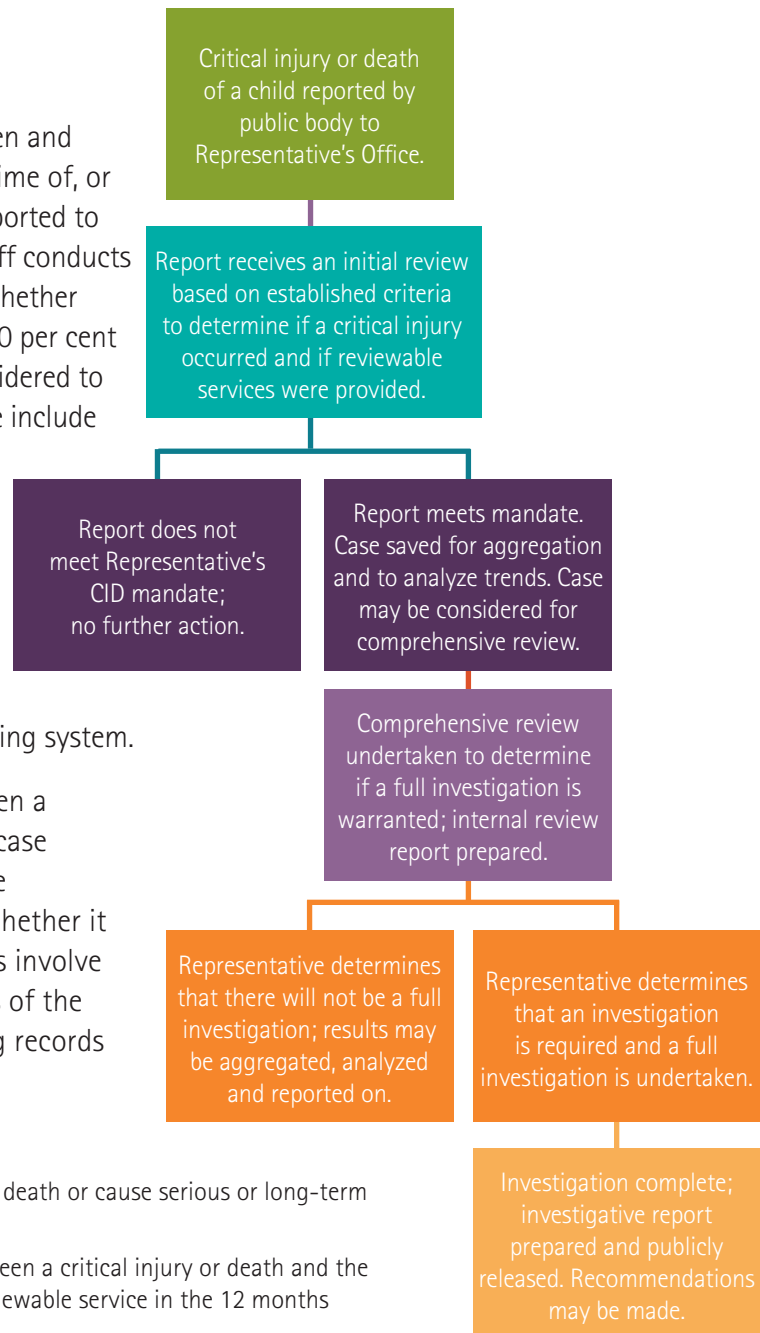
The Critical Injury and Death (CID) reviews and investigations mandate of the Representative is focused on accountability and learning.

In the tragic event that a child or youth receiving reviewable services – such as services from an MCFD program – dies or suffers a critical injury, the Representative is responsible for conducting reviews and investigations to inform improvements to services to help prevent similar injuries or deaths in the future.¹

The Review and Investigation Process

Critical injuries and deaths involving children and youth receiving reviewable services at the time of, or in the year prior to, the incident must be reported to the Representative. The Representative's staff conducts an initial review of each report to identify whether the report meets CID's mandate.² In about 60 per cent of cases, service delivery issues are not considered to be a factor in a death or critical injury. These include situations where, for example, the child was medically fragile and the death was expected, or the cause was clearly accidental. Some of these cases may be flagged for inclusion in an aggregate review, which is designed to identify broad trends and patterns that can inform improvements to the child- and youth-serving system.

Where service delivery issues may have been a key factor in a death or critical injury, the case may receive a comprehensive review at the Representative's discretion to determine whether it warrants a full investigation. These reviews involve a more in-depth look at the circumstances of the incident, including ordering and examining records from various public bodies.



¹ A critical injury is one that may result in a child's death or cause serious or long-term impairment of a child's health.

² For a report to be in-mandate, there must have been a critical injury or death and the child or youth must have been in receipt of a reviewable service in the 12 months prior to the injury or death.

The Representative only selects a very small number of cases for full investigation based on a determination that the services received may have significantly contributed to the injury or death, that the death or critical injury was self-inflicted or inflicted by someone else, that the circumstances of the case were suspicious, or that there is evidence that abuse or neglect may have been a factor in the incident.

A full investigation involves a thorough and rigorous examination of the system of supports and services the child or youth received, including a review of all case-related records, relevant legislation, policies and standards and, typically, interviews with numerous individuals under oath. When the investigation involves an Indigenous child or youth, community members and leaders are consulted to ensure that their voices are heard and that the unique history and issues of the child and community are taken into consideration.

During the investigation process, the Representative consults with a multidisciplinary team (MDT) made up of representatives with specific subject matter expertise that may be needed during the investigation. The MDT may include representatives from the BC Coroners Service and experts in public health, medicine, pathology, Indigenous issues, law enforcement and education. The MDT supports the Representative by reviewing the details of the case and providing expert advice and guidance as the investigation progresses. The Representative also consults with an internal reference group comprised of RCY staff from across the organization.

When a full investigation is undertaken, the Representative must prepare a report. Investigation reports must be provided to the SSCCY and to the public body or director responsible for the reviewable service, and are made publicly available.



STAFF REFLECTIONS

Monique Auger

Investigations Analyst, Critical Injury and Death Reviews and Investigations

I am privileged to be working at RCY in a position where I can help to unmask systemic issues – like settler colonialism and cultural oppression – that are creating and perpetuating inequities within the child welfare system and too often erasing the strengths of Indigenous children, families and communities. I know this is true for my community – the Métis people in the province – as well as for other Indigenous peoples. I strongly believe that Indigenous communities understand better than anyone else what is needed to keep their children safe but, due to a myriad of barriers, we are not always able to implement our traditional ways. I feel hopeful, as part of the RCY team, that we will be able to work collaboratively with communities to identify and address systemic issues so that we can shift the system toward one that will lift up Indigenous children and families.

Highlights of Critical Injuries and Deaths Review and Investigation Activities in 2017/18

Critical Injuries and Deaths Reports, Reviews and Trends

During 2017/18, CID received 2,352 critical injury and death reports for children and youth who received services during the preceding 12 months. Each of these reports received an initial review and, of these reports, 936, or 40 per cent, were determined to meet the Representative's mandate.

Figure 5 details the number of cases by fiscal year of critical injuries and deaths of children and youth receiving reviewable services that met mandate after an initial review for the years 2009/10 to 2017/18.

Figure 5 – In-Mandate Critical Injuries and Deaths – 2009/10 to 2017/18

Fiscal Year	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Critical Injuries	137	136	413	300	318	292	665	754	818
Deaths	93	88	101	100	99	82	138	112	118
Total	230	224	514	400	417	374	803	866	936

Note: The sharp increase in in-mandate injuries and rise in in-mandate deaths since 2015/16 is due to the overall increase in the number of critical incident reports received by the Representative's Office following the implementation of an updated Reportable Circumstances Policy by MCFD in June 2015.

Figure 6 shows the breakdown of the 936 reports in 2017/18 by injury or death, Indigeneity and care status.

Figure 6 – Critical Injuries and Deaths by Indigeneity and Care Status – 2017/18

	Critical Injuries			Deaths		
	Non-Indigenous	Indigenous	Unknown	Non-Indigenous	Indigenous	Unknown*
Not in Care	104	69	1	59	33	11
In Care	196	444	3	6	8	1
Unknown	0	1	0	0	0	0
Total	300	514	4	65	41	12

* There can be delays in receiving Coroners' reports for several reasons including police investigations that need to be concluded.

The following Figures 7 to 11 provide more detail on the type of classification, breakdown by gender and age of in-mandate critical injury and death reports received by the Representative in 2017/18.

Figure 7 – In-Mandate Critical Injuries by RCY Classification and Gender – 2017/18

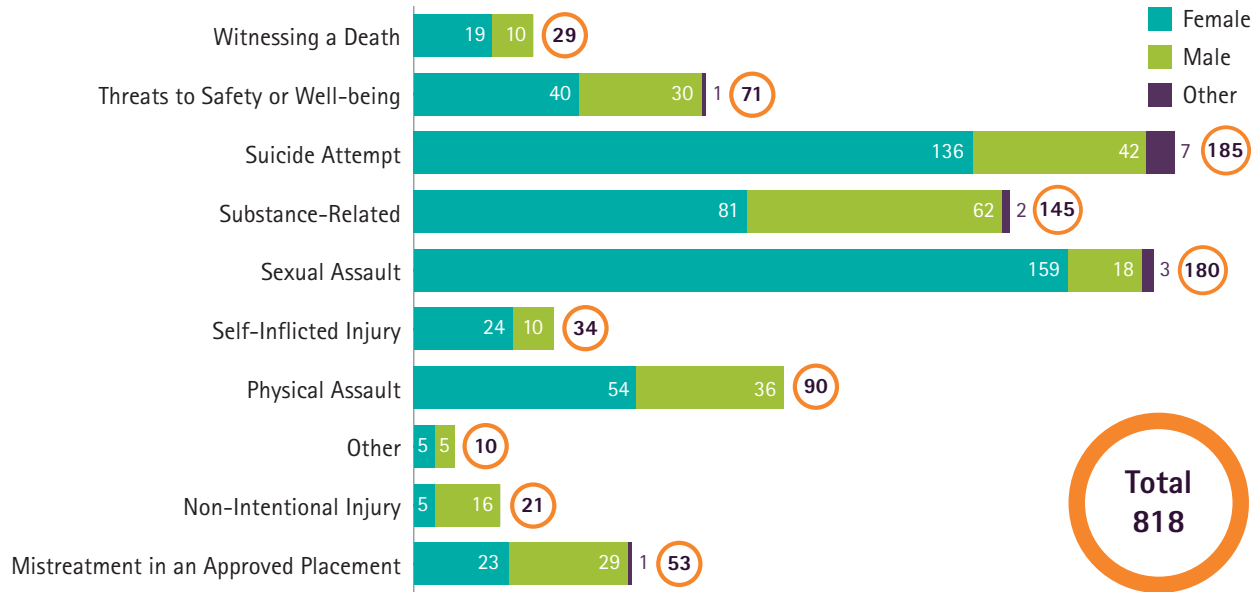


Figure 8 – Percentage of In-Mandate Critical Injuries by Gender – 2017/18

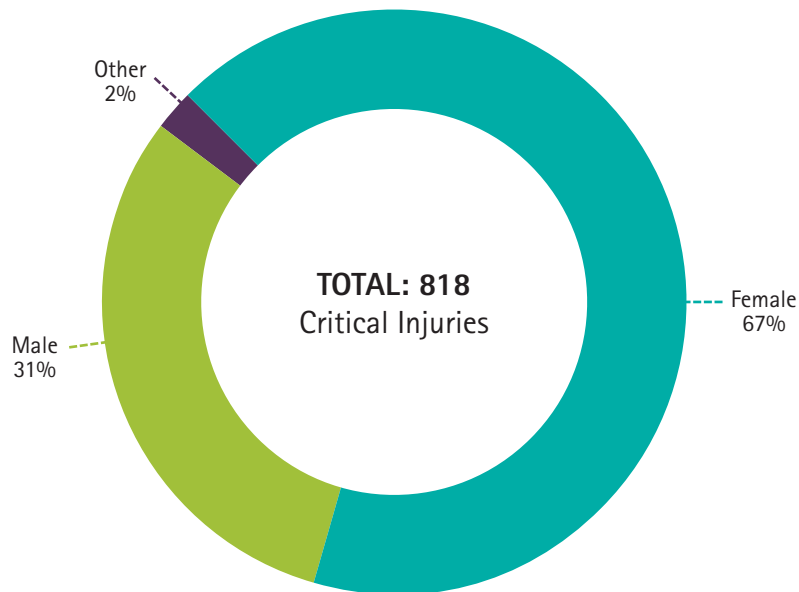


Figure 9 – In-Mandate Deaths by RCY Classification and Gender – 2017/18

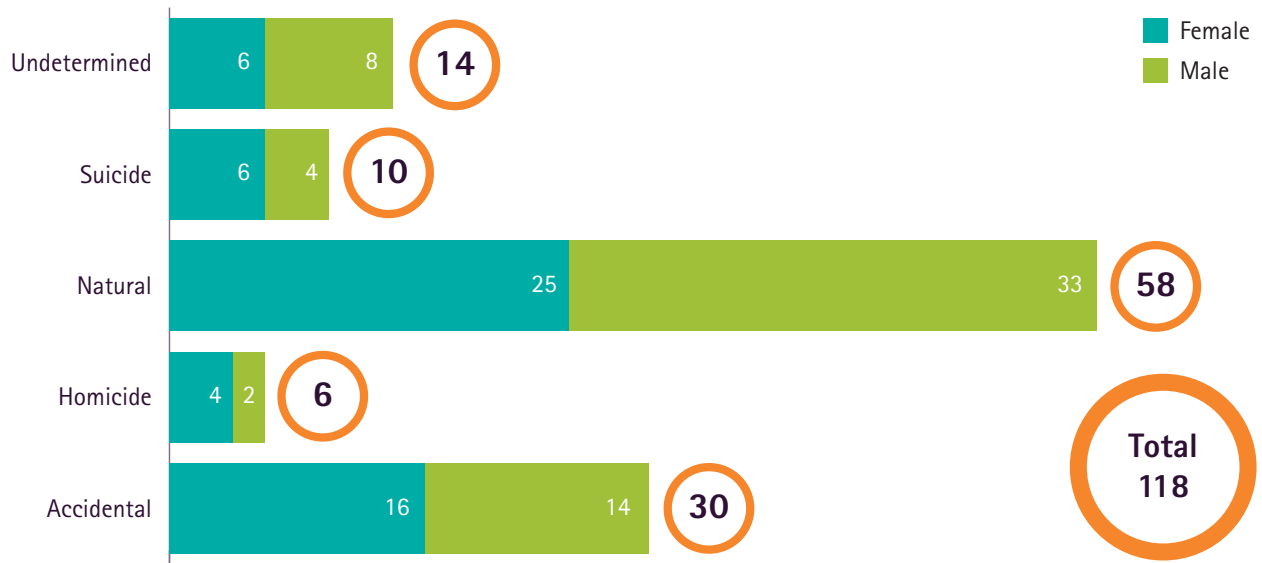


Figure 10 – Percentage of In-Mandate Deaths by Gender – 2017/18

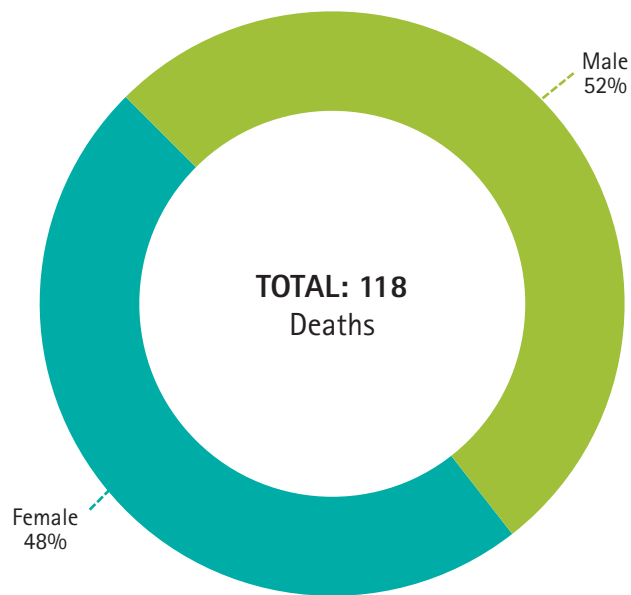
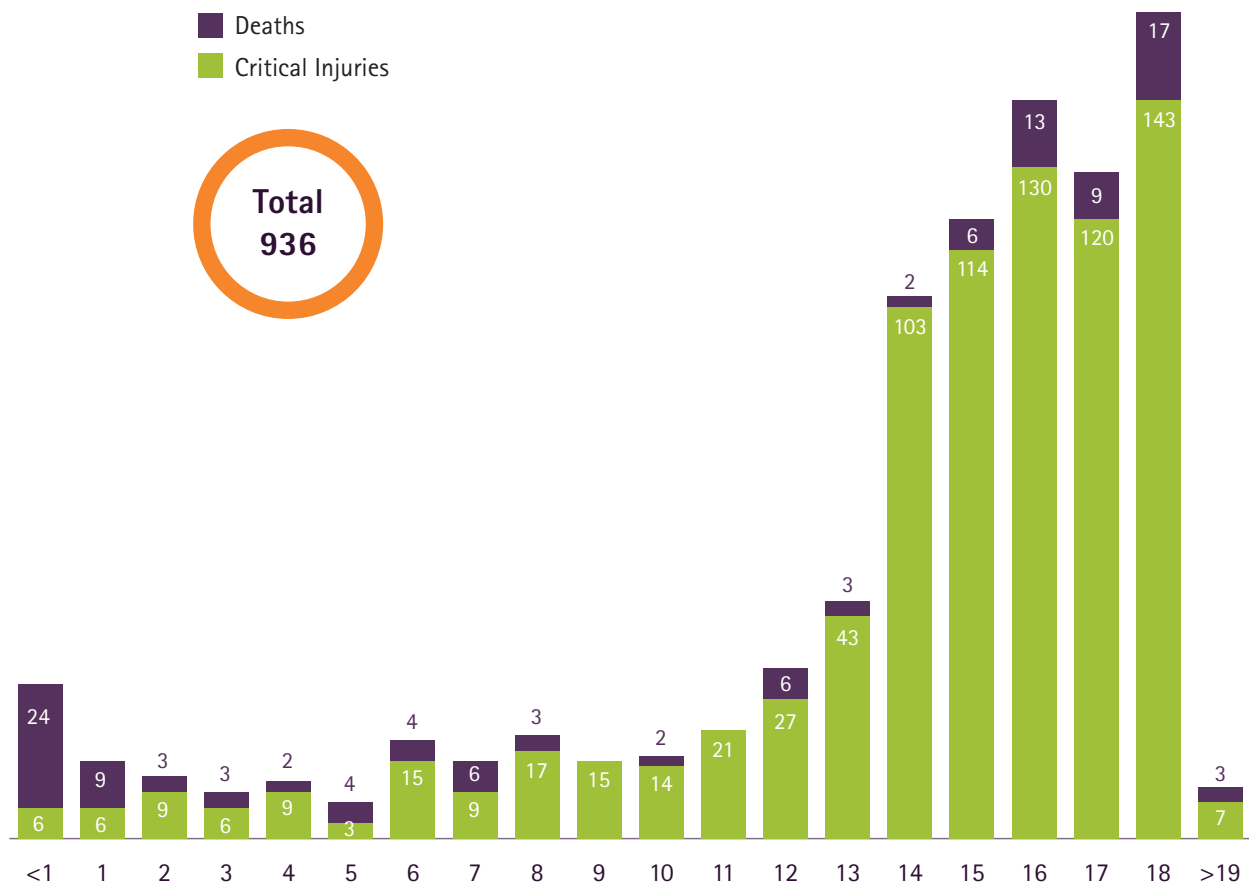


Figure 11 – Age Distribution of In-Mandate Critical Injuries or Deaths – 2017/18



CID Updates

Consistent with the Representative's mandate to review child injuries and deaths, RCY issues regular public reports on injury and death reports received, and reviews and investigations undertaken.

Between April 1, 2017 and March 31, 2018, the Representative issued two reports on RCY reviews and investigations:

- Representative's Report #29 - released April 11, 2017
- Representative's Report #30 - released Nov. 7, 2017.

Critical Injury and Death Reviews and Investigations Initiatives

Between April 1, 2017 and March 31, 2018, CID conducted 15 comprehensive case reviews involving children and youth ages two to 19. CID also released one individual investigative report during this time period – *Missing Pieces: Joshua's Story* (for a description of this individual investigation, see Public Reports and Submissions section on page 41).

RCY staff are currently re-designing the CID update report format to more effectively communicate the summary statistics of the injury and death reports that the Office receives. A new version of the CID update report is expected in 2019 with subsequent reports to be published twice per year.

The Representative's database was updated in September 2017 to include the ability to record an Indigenous child or youth's Indigeneity by whether they are First Nations, Métis or Inuit.

Using data on whether an injury or death report of an Indigenous child or youth involves a First Nations, Métis or Inuit child or youth will allow the Office to undertake more qualitative analysis of the over-representation of Indigenous young people in the child-serving system. The Representative and staff recognize that First Nations, Métis and Inuit peoples have historically been subjects of research without consideration of the uniqueness of each group. By recognizing and incorporating Indigenous research methodologies, the Representative hopes that respectful relationships can be enhanced and maintained.

Monitoring

Overview of the Monitoring Program

The Monitoring program conducts research, analysis and audits to:

- identify health and well-being outcomes of vulnerable children, youth, young adults and their families
- assess the quality of government data and evaluate the effectiveness, responsiveness and accountability of programs and services
- evaluate policy and legislation against research
- examine issues in the child- and youth-serving system as they arise.

Based on this research and analysis, the Monitoring team provides advice to the Representative on how services can be strengthened to improve effectiveness, responsiveness and outcomes.

The work of Monitoring staff often begins by asking questions, such as:

- How can supports and services provided by government be improved to better meet the needs of vulnerable children and youth?
- How can we understand and explain the over-representation of Indigenous children and youth in government care?
- How well is MCFD accomplishing its goals to reduce the numbers of children and youth in care and increase adoption and permanency rates?
- What is the relationship between poverty and child welfare involvement?
- What are the best approaches to providing youth substance use services and education?

The Representative may share findings through reports released publicly as well as submissions or statements on issues of concern. Reports may include recommendations to government service providers about changes to services to improve outcomes for children and youth.

Monitoring work also involves liaising and engaging with key stakeholder groups, including government ministries, community organizations and other research institutions to ensure that reviews, research and recommendations are relevant and well-informed, and that findings and recommendations are understood.

Highlights of Monitoring Activities 2017/18

During the past fiscal year, Monitoring completed several special projects including research into dimensions of quality care planning for children and youth in care, an adoption and permanency options update in December 2017, research on opioid overdose deaths among youth, a report in October 2017 on educational outcomes for children and youth in care, and submissions to the B.C. government on cannabis regulation and the government's poverty reduction strategy. (For more detail on these reports and submissions, see the Public Reports and Submissions section on page 41.)

Monitoring Trends

Aligned with RCY's goal of improving services to vulnerable children and youth, a key trend tracked by the Monitoring team is the number of children and youth living outside the parental home in some form of care arrangement, with a particular focus on the disproportionate representation of Indigenous children and youth in care.



STAFF REFLECTIONS

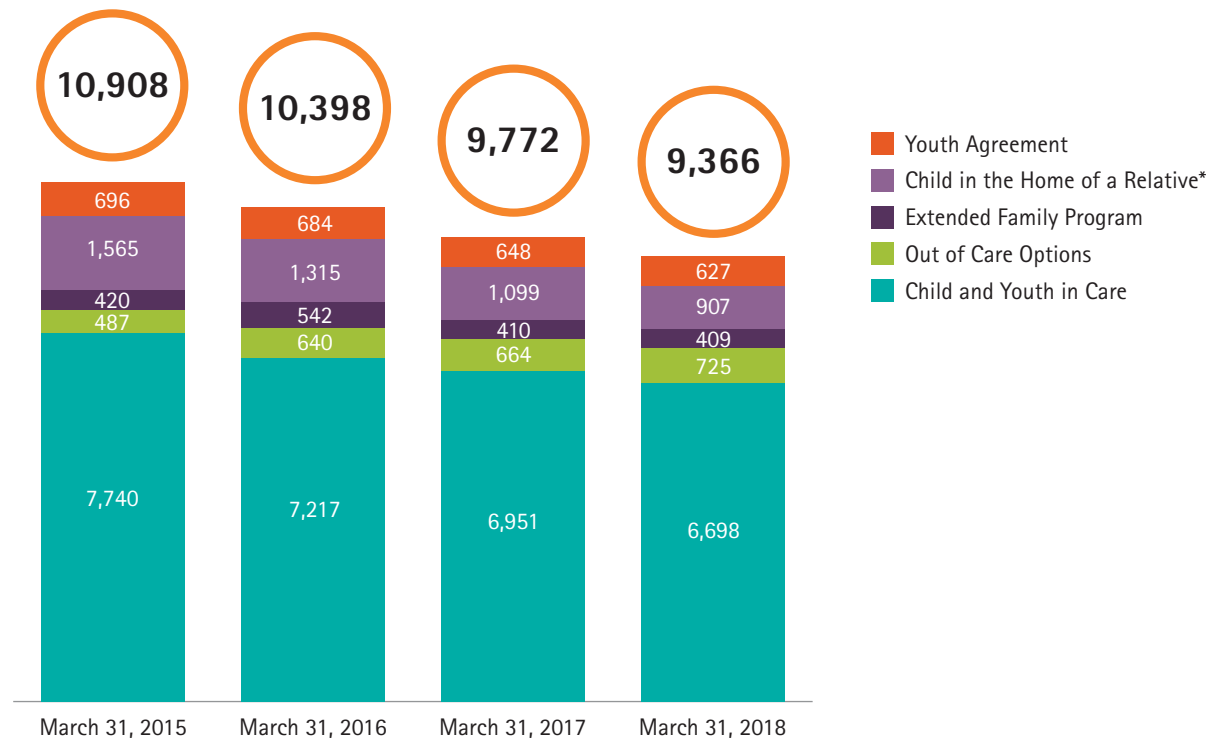
Bruce Nelson

Research Officer, Monitoring

I am a recent addition to the RCY team and am privileged on a number of levels. For example, I have the opportunity to do good work that will inform improvements to the child-serving system for First Nations, Métis and Inuit children, youth and their families. As a researcher, I am acutely aware of the trauma caused by colonization that we continue to see within the child welfare system. I am pleased to be working at RCY at a time when provincial, national and international pressure to deal with Canada's colonialism is lining up with possibilities for positive changes for all Indigenous people in B.C.

Figure 12 shows the total number of children and youth living outside of their parental home at the end of fiscal years 2014/15 through 2017/18.

Figure 12 – Children Living Outside the Parental Home – 2015 to 2018



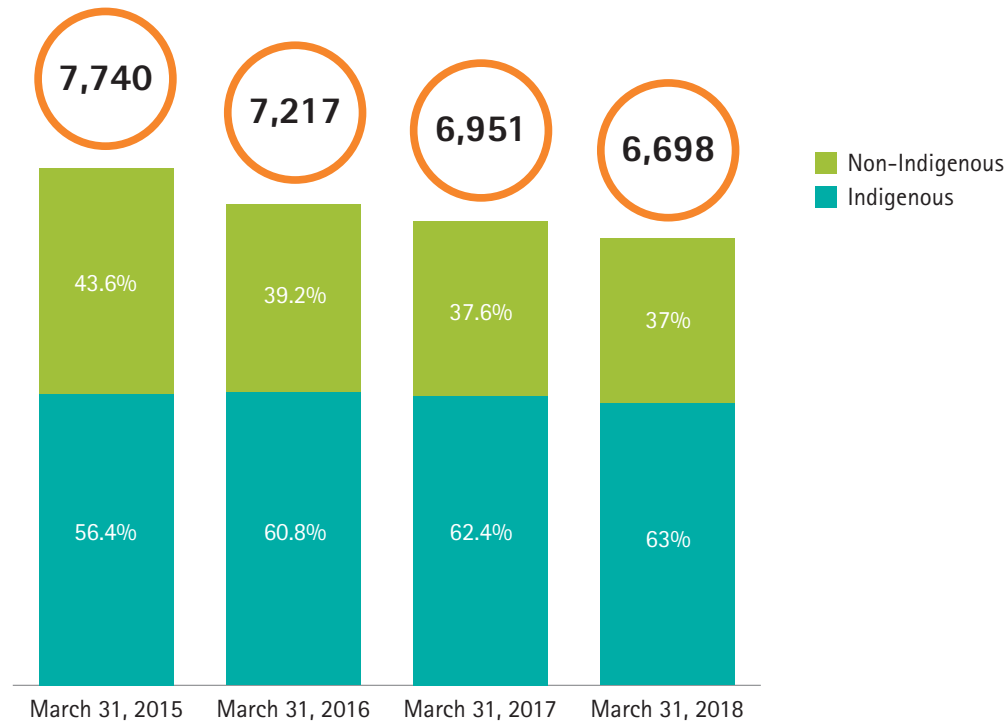
* New applications for the Child in the Home of a Relative Program were discontinued in 2010.

Compared to March 31, 2015, the total number of children and youth living outside of their home has decreased from 10,908 to 9,366 as of March 31, 2018. Of those children living outside of their parental home, children and youth in care of the government comprise the largest category. This number has also decreased from 7,740 to 6,698 over the same period.

Although the total number of children and youth in government care has decreased over time, the number of Indigenous children and youth in care has decreased to a lesser extent compared to non-Indigenous children and youth.

Figure 13 shows the number and the proportion of Indigenous and non-Indigenous children and youth in care at the end of fiscal years 2014/15 through 2017/18.

Figure 13 – Proportion of Indigenous and non-Indigenous children and youth in care – 2015 to 2018



These figures highlight a number of significant findings:

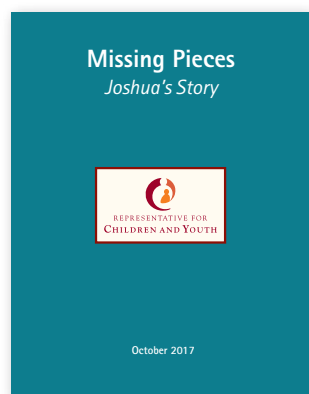
- The percentage of Indigenous children and youth in government care is disproportionate to the percentage of Indigenous children and youth living in B.C. Although Indigenous children and youth represent only about 10 per cent of children and youth between the ages of birth and 19 years in B.C., they represent 63 per cent of children and youth in care as of March 31, 2018
- The percentage of Indigenous children and youth in care as compared to the total number of children and youth in care has increased from 56.4 per cent as of March 31, 2015 to 63 per cent as of March 31, 2018
- Between 2015 and 2018, the percentage of non-Indigenous children and youth in care at each fiscal year-end decreased by 26.6 per cent, yet the percentage of Indigenous children and youth in care only decreased by 3.3 per cent.

Numbers of Indigenous children and youth in care and services and programs for Indigenous children and youth will continue to be a focus of Monitoring activities by the Representative's Office over the coming years.

Public Reports and Submissions

Investigation and Monitoring Reports

In 2017/18, the Representative publicly released three major reports. A full copy of all reports and submissions is available on the RCY website at: <https://rcybc.ca/reports-and-publications>.

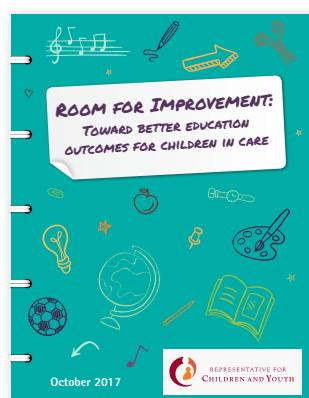


Missing Pieces: Joshua's Story (released Oct. 4, 2017)

This investigative report describes the life of a 17-year-old Lower Mainland youth who died by suicide on the grounds of BC Children's Hospital while on a four-month stay at the Vancouver facility. The Representative found that Joshua had spent 122 days in hospital, a stay that was extended in part because social workers and mental health professionals couldn't agree on where he could safely live after discharge from the hospital. Systemic issues included a lack of mental health "step-down" community residential services to help him ease out of a hospital setting and prepare for a safe return to his community.

The Representative recommended that the Ministry of Mental Health and Addictions lead the planning and implementation of a clear and comprehensive system of mental health services in collaboration with the Ministries of Children and Family Development, Health and Education.

The Minister of Mental Health and Addictions endorsed RCY's recommendation and plans to develop a comprehensive strategy for the child and youth mental health system by November 2018. The Representative has been meeting regularly with the ministry and is monitoring progress on the development of this strategy.

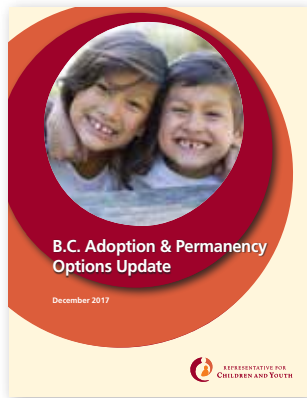


Room for Improvement: Toward Better Education Outcomes for Children and Youth in Care (released Oct. 26, 2017)

This review examined how well children and youth in care do in the public Kindergarten to Grade 12 education system in comparison with their peers, and what can be done to address the disparity.

The review found that significant gaps in education outcomes persist, with children and youth in continuing care trailing well behind other students on all academic measures examined. For example, fewer than 51 per cent of B.C. students in continuing care graduated within six years of starting Grade 8, compared to about 89 per cent of the rest of the students in the province. Disparities are often made worse when the student in continuing care is Indigenous or has a special need.

The report made six recommendations. Among these recommendations are that the Ministry of Education allocate specific funding to each school district based on the number of children and youth in care, that the ministry develop a strategy to improve education outcomes of Indigenous students in care, and that MCFD and Education work together to create positions dedicated to information-sharing, coordination and advocacy in support of educational outcomes of students in care.



B.C. Adoption & Permanency Options Update (released Dec. 13, 2017)

This update was the fourth follow-up to the Representative's 2014 report *Finding Forever Families: A Review of the Provincial Adoption System*. The update showed that, as of December 2017, the provincial government was faltering in its efforts to find permanent homes for the children and youth in its care – particularly for Indigenous children and youth.

The report showed that only 84 B.C. children and youth in care were adopted during the first six months of the fiscal year and, of those, only 16 were Indigenous. This was far off the pace of 2015/16 and 2016/17, when there were 55 and 40 Indigenous children and youth adopted, respectively, during the first six months.

The decline in adoption placements for the first six months of the fiscal year followed a period of marked improvement for MCFD in the two years immediately following RCY's initial report. But despite higher investments in adoptions – the ministry committed \$31.2 million to adoption and permanency planning in 2017/18 – there has been a decline in the ministry's performance.

Representative's Submissions to Government

The Representative made two submissions to the B.C. government's public engagement processes in 2017/18 – the Cannabis Regulation Engagement (Nov. 3, 2017) and the Poverty Reduction Strategy (March 29, 2018).

Submission on Cannabis Regulation

In his submission on cannabis regulation, the Representative recognized that cannabis criminalization and conventional anti-drug messaging has failed to stem the use of cannabis by young people. Creating a new regulation provides the opportunity to engage appropriate public health and safety mechanisms to protect the health of children and youth by focusing on the harms of drug use rather than on the use itself. The Representative believes that a public health framework should prioritize the reduction of health risks and social problems over other goals such as punishment or drug abstinence. It should also focus on promoting public health through regulation of access, use of evidence-informed public health messaging, restrictions on advertising and promotion, and monitoring and surveillance functions.

In his submission, the Representative also spoke to the need for cannabis regulation to strike a balance between an overly restrictive framework that encourages consumers, including youth, to seek products through the illegal market, while also considering the risks of cannabis commercialization seen in other jurisdictions. The submission included several recommendations that spoke to these concerns and priorities.

Submission on Poverty Reduction Strategy

In the submission to inform the creation of a poverty reduction strategy, the Representative highlighted the growing inequities in B.C. that leave increasing numbers of families with children, particularly Indigenous families, living in poverty. Poverty has a dramatic effect on the well-being of children and youth and is a feature of the lives of too many who come into contact with the child welfare and youth justice systems. The Representative believes that in order for all children and youth to be healthy and safe and to have equal opportunities, they need to be free of poverty and its accompanying factors.

The submission also highlighted that most youth who age out of government care end up living in poverty. The financial support some of these youth receive from government is inadequate and those with no financial support have even poorer outcomes. The Representative recommended that children and youth be consulted and their voices reflected in a poverty reduction strategy and also that government ensure increased supports – both financial and services – to youth and young people connected with child welfare.



Bernard at the release of the Missing Pieces: Joshua's Story report, October 2017

Indigenous Strategies and Partnerships

An Indigenous Focus

The Indigenous Strategies and Partnerships (ISP) team supports the work of the Office in reflecting Indigenous worldviews and the concerns of the people it serves and, ultimately, strengthens RCY's work to improve services and outcomes for Indigenous children and youth.

ISP works to establish relationships with Indigenous stakeholders in B.C. and to advocate for culturally grounded and effective support for Indigenous children, youth and families receiving services funded by government that are within the RCY mandate. The team also works collaboratively with all program areas to ensure that the Office is culturally safe, respectful and responsive. Team members support and engage with Indigenous communities, including children, youth and families, on child rights and support the Representative's research to advocate for culturally supportive permanency planning for children in care.



STAFF REFLECTIONS

Seneca Ambers

Administrative Assistant, ISP, Corporate Initiatives and External Relations

I've only been at RCY a few months, but I am a former front-line worker and have always read the reports coming out of the Representative for Children and Youth's Office. It was important to me to work in an Office that places the same great value on children as I do and I wanted to be part of a team that thinks critically about the well-being of children and youth. I see the passion and dedication of our staff every day as they listen to the voices of the most vulnerable, support young people in understanding their rights, and help them to access services. The most meaningful way I can explain what working for children means to me is by using the phrase from my Kwak'wala language: it is my honour and priority to work for our *k'wala'yu* (reason for living/breathing).

Highlights of Indigenous Strategies and Partnerships Activities in 2017/18

Federation of BC Youth in Care Networks – Truth and Reconciliation Tour

In 2017/18, the ISP team took part in the Federation of BC Youth in Care Networks' Truth and Reconciliation Tour. Youth tour ambassadors of Indigenous and non-Indigenous backgrounds hosted conversations with youth in and from care about the experiences of Indigenous peoples in Canada. The intention was to create understanding about the stigma faced by Indigenous youth in and from care, the history of residential schools, colonial assimilation practices and their intergenerational impacts on Indigenous peoples. The tour provided opportunities for youth to learn about and discuss the Truth and Reconciliation Commission (TRC) Calls to Action, the *United Nations Declaration on the Rights of Indigenous people (UNDRIP)* and the *UNCRC*.

Ignite Your Spirit and Indigenous Youth Leaders

The ISP team played a key role in facilitating Ignite Your Spirit, the second Indigenous youth-led forum hosted by RCY. The forum, designed for Indigenous youth, created a platform for youth to talk about their experiences in B.C.'s child welfare system, and to develop recommendations for government on how to improve the system from their perspective. (See page 50, under Youth Engagement for more information on Ignite Your Spirit.)

In November 2017, ISP brought together the Indigenous Youth Leaders from Ignite Your Spirit 1 and 2 for an Indigenous Youth Leadership symposium. The youth shared their experiences about working with RCY and leading Ignite Your Spirit, and provided input regarding a youth engagement framework for RCY. Dominant themes of discussion centred around connection, communication, relationships, social media, skills training and ongoing youth involvement with RCY.



RCY staff member Brianna Dick at National Indigenous Peoples Day, Langford

Indigenous Community Engagement

In 2017/18, the ISP team hosted workshops at several conferences. The Indigenous Youth Leadership Team, with the support of a community Elder, presented at the MCFD permanency forum "Stepping Stones to Permanency: Exploring Every Path". The key message was the importance of youth having a voice in decisions, practices and policies that impact their lives.

ISP also presented at the Unified Aboriginal Youth Collective Forum in January 2018 in Parksville. At this forum, the ISP team supported youth to learn about child and Indigenous rights.

In March 2018, ISP hosted a series of workshops at the Gathering Our Voices Indigenous youth event on the traditional territory of the Musqueam First Nations. Working from the principles of *UNDRIP* and the TRC's Calls to Action, participants gained an understanding of how they can live and enact their rights every day.



RCY's April Fox and Lise Haddock with Michelle Chase of Nezul Be Hunuyeh, Prince George, November 2017

Indigenous Cultural Competency Framework

The ISP team continued its focus in 2017/18 on a cultural competency framework, with the objective of developing Indigenous cultural competency in all areas and ensuring the ongoing cultural safety of the Office.

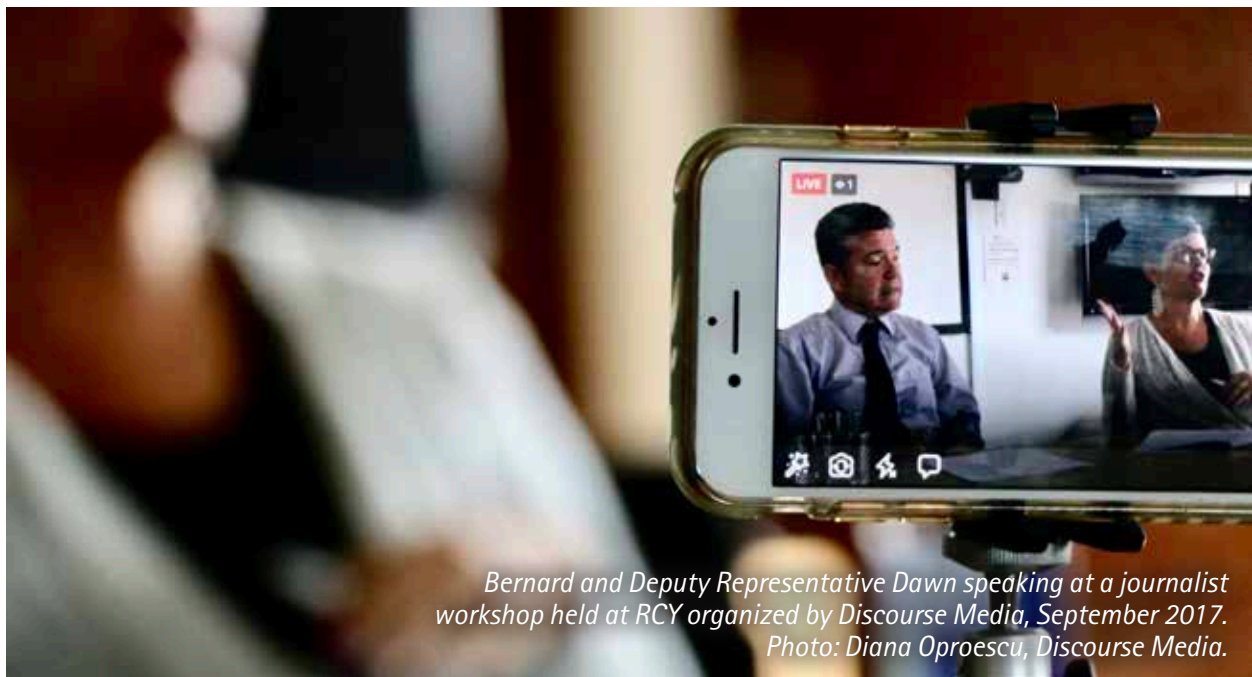
The Representative believes that increasing Indigenous cultural knowledge and building relationships with Indigenous communities will assist Office staff in identifying and highlighting systemic racism and structural barriers as they encounter them in the course of their advocacy, investigative or monitoring work. Increasing cultural competency will also allow the Office to build a strong human resources strategy that supports the recruitment and retention of qualified Indigenous and non-Indigenous staff. In addition, increased organizational cultural competency will lead to an enhanced ability to effectively utilize Indigenous research methodologies in the development of RCY reports.

Communications

The RCY Communications team provides a variety of supports to the Representative and the entire Office by coordinating and handling both external and internal communications.

External Communications

A key function of the Communications team is to support the Representative in responding to requests from reporters, organizing report releases and media events, and setting up and facilitating interviews. The team also develops news releases and statements by the Representative and drafts article contributions for stakeholder newsletters. In addition, the team monitors issues, keeping Executive staff informed about current topics in the media and provides strategic advice to the Representative and Executive. In 2017/18, Communications handled 121 media requests, not including interviews conducted as part of formal RCY media events.



*Bernard and Deputy Representative Dawn speaking at a journalist workshop held at RCY organized by Discourse Media, September 2017.
Photo: Diana Oproescu, Discourse Media.*

The Representative is committed to speaking up on behalf of vulnerable children and youth, and receives many invitations each year to speak at functions and engagements. The Communications team supports these activities by preparing background materials and speeches. In 2017/18, the Representative and staff spoke at 27 events.

External communications activities also include organizing special events such as the Janusz Korczak Medal for Children's Rights Advocacy awarded to Dr. Cindy Blackstock in April 2017, and the Representative's open houses. In 2017/18, the Representative hosted open houses for stakeholders and others interested in learning about the work of the Office in Kelowna, Kamloops and Courtenay.

The Communications team serves as "managing editor" for all of the Representative's public reports and submissions, and plays a major role in the development of reports from the initial planning stages through to the design and graphics and the post-release process. All public materials used by Office staff are reviewed and edited by the Communications team, including fact sheets, brochures and presentations. Communications staff also prepare materials for the Representative's appearances before government committees, including the SSCCY and the SSCFGS.



Bernard surrounded by media after SSCCY appearance, April 2018

Finally, as part of the Representative's commitment to building awareness about the work of the Office, especially among young people, the Communications team maintains a growing social media presence. As part of this work, Communications employs a three-member Social Media Youth Team to advise on and create youth-friendly content (see page 52 for more on the Social Media Youth Team). The Representative has six social media accounts, including both adult- and youth-oriented Facebook pages, adult- and youth-oriented Twitter accounts, an Instagram account and a YouTube channel. The Communications team also maintains the RCY website, providing and updating content on a regular basis. In 2017/18, the RCY website received nearly two million hits.

Internal Communications

Internal communications aimed at ensuring RCY staff are engaged and informed is another important responsibility of the Communications team. The team coordinates, writes and distributes a weekly staff newsletter, the *RCY Update*, and organizes staff awareness days, such as Pink Shirt Day (in support of Anti-Bullying Day) and Orange Shirt Day (to promote awareness about the residential school system).



RCY Victoria staff on Pink Shirt Day, February 2018

RCY Year in Review



Youth Engagement

One of the priorities of the Office of the Representative for Children and Youth since its inception has been to engage directly with children and youth. To effectively serve children and youth, their voices must be heard in matters and decisions pertaining to them and should inform improvements to the child- and youth-serving system.

Highlights of Youth Engagement Activities in 2017/18

Youth Engagement Framework

Building on past youth engagement strategies and experience, the Office began work in 2017/18 on a formal and comprehensive youth engagement strategy.

The framework will identify guiding principles for youth engagement, and will include specific practices, actions and decision-making structures that can be incorporated into youth engagement projects and activities in the Office. Work has involved an organizational assessment, extensive consultation with staff, interviews with stakeholders, learning circles with youth and a literature and best practices review. The youth engagement framework is expected to be completed in 2018/19.

Ignite Your Spirit

In August 2017, the Representative held the second youth forum for Indigenous youth in care led by an Indigenous Youth Leadership team (IYLT).

Ignite Your Spirit 2 took place at Lake Cowichan on Vancouver Island and brought together 32 Indigenous youth in government care. The forum was rooted in culture and cultural teachings. The IYLT created and delivered four workshops for participants: Rights and Advocacy; Culture and Identity; Aging Out of Care; and Self-Care and Wellness. The workshops also had strong support and cultural guidance from Elders.



Ignite Your Spirit, Lake Cowichan, August 2017



STAFF REFLECTIONS

Roberta Bellamy

Indigenous Youth Team Leader

Working for RCY showed me the importance of youth voice and how committed the organization is to hearing and representing the children and youth in this province. Having the opportunity to advocate for Indigenous youth in care and amplify their voices was an incredible experience and has opened my eyes to all the opportunities to advocate within other places of work. Being part of Ignite Your Spirit has contributed so much to who I am and who I want to be on both my professional and personal journeys. The teaching that meant the most to me is that youth engagement is a process, not a destination.

The youth who attended Ignite Your Spirit 2 had clear recommendations for change, including that Indigenous youth in care need:

- space, time and support to be heard
- connection to culture and community
- support from caring adults
- to be active participants in their permanency plans, and
- to live where culture and identity are honoured.

The Representative plans to make these youth voices heard in an upcoming report that will highlight youth-led recommendations for improving the child-serving system.

Social Media Youth Team

B.C.'s Representative for Children and Youth is the only child advocate in Canada to employ a Social Media Youth Team (SMYT) to advise on and create youth-friendly content for the Representative's six social media accounts. In 2017/18, the SMYT designed and produced several projects, including a creative graphic campaign and poster project about the Office – the ABCs of RCY – that will be distributed to every middle and secondary school in the province. (Samples of this project can be seen on the front and back covers of this report.)

Other projects included a series on the rights of youth in care for B.C. Child and Youth in Care Week, videos introducing the Representative and Deputy Representative to youth, an innovative podcast from the perspective of a youth with developmental disabilities, and numerous creative graphics and original artworks to raise awareness about advocacy and how the Office can help youth.



STAFF REFLECTIONS

Nicole Hall

Social Media Youth Team member

I was excited to become a member of the Social Media Youth Team at RCY because I knew it would give me the chance to do something that has the potential to really make a difference in the lives of children and youth. As a member of this team, I get to learn about the experiences of other youth and create impactful social media content that is catered to them. My short time working here has already made a difference in my life. I have become better educated and feel even more compassionate towards my peers, and with every project I work on, I keep their feelings and needs uppermost in my mind. My greatest wish in this position is that my work will help empower other youth.



The Representative's Social Media Youth Team created various projects in 2017/18, including a podcast by Louis, and video entitled "Meet the Rep"

"Rep for a Day"

On Nov. 20, 2017, to mark National Child Day, the Representative stepped aside for the day to hand his position over to Cheyenne Andy, an Indigenous youth leader and former youth in care, to be "Rep for a Day." Cheyenne learned about the duties of the Representative, met with Executive members of staff, and had lunch at the Legislative Buildings with Bernard and the Speaker of the House, Darryl Plecas. She let staff know, from her perspective as a youth with lived experience, her thoughts on how to ensure child rights are upheld in B.C.



Cheyenne Andy was "Rep for a Day" on Nov. 20, 2017

Youth Researchers

Once again, in 2017/18, the Representative's Office partnered with McCreary Centre Society youth researchers to obtain additional youth perspectives. McCreary's Youth Research Academy (YRA) is a group of youth ages 16 to 24 with experience in the government care system. Its members conduct research projects that are of interest to youth in and from care and the agencies that serve them. Since its inception in 2016, the YRA has worked on a range of projects with RCY.

A project undertaken in 2017/18 saw the YRA develop tools to gather input from young people on quality care planning, including the creation of a 'by youth, for youth' survey, interview script and focus group guide.

In 2017/18, RCY also worked with the YRA on a project that looked at improving educational outcomes for youth in care (see page 41 for report details). The project included the perspectives of 150 youth with respect to the barriers and supports they experience in achieving educational success.



YOUTH REFLECTION

Barbara-Jean Johnson

Former member, McCreary Centre Society's Youth Research Academy

I have been involved with RCY on a couple of different projects, and it has been important to me for the following reasons: A lot of the time when organizations ask for youth involvement, it comes out in the form of a small Youth Advisory Committee that doesn't do much or the opinions on changes youth want to see have to be approved by a group of adult executives within an organization. During our time on projects with RCY, our lived experience was validated and actually wanted. We were contacted as the experts on the needs of youth because we are. There isn't anyone with more knowledge about children and youth in B.C. than the children and youth of B.C. I feel having youth involvement has made this work relevant to us and our peers. I also feel as if it might finally do some good.

Relationships Matter for Youth 'Aging Out' of Care Project

In the fall of 2017, Melanie Doucet, a PhD candidate at the McGill School of Social Work and a former youth in care, led a collaborative photo-voice project alongside eight former youth in care between the ages of 19 and 29 from the Greater Vancouver area. The Relationships Matter for Youth 'Aging Out' of Care project aimed to take a closer look – through the power of images and accompanying captions – at supportive relationships in the lives of young people from care and how those relationships can be developed and nurtured over time. A photo exhibit open to the community was held at the end of the project. The project was done in collaboration with McGill University, the Pierre Elliott Trudeau Foundation, the Social Sciences and Humanities Research Council of Canada, the Vancouver Foundation's Fostering Change Initiative and the Representative for Children and Youth.

Community and Stakeholder Relations

The Representative's Office undertakes a broad range of community and stakeholder relations activities and initiatives to:

- raise awareness of services provided by the Representative's Office
- provide education about the rights of children and youth
- establish connections within communities and organizations to enhance awareness of child rights and to facilitate the development of community-based advocacy services and supports.

These activities include hosting open houses throughout the province; meeting with child-, youth- and young-adult serving organizations and community organizations throughout the province; attending community events; hosting information booths to distribute information about the rights of children and youth and the services of the Representative's Office; and making presentations at conferences and forums.

Highlights of Community and Stakeholder Relations Activities in 2017/18

The map on the following page shows the communities visited by the Representative and staff of the Office of the Representative for Children and Youth in 2017/18.

The Appendix provides a list of all community and stakeholder relations activities undertaken in 2017/18.



RCY Advocates Lisa Donaldson and Sarah Rigby at Trout Lake, Vancouver, 2018

Communities Visited

The Representative and RCY staff travel around British Columbia to carry out advocacy work, youth engagement and community relations activities and investigations as well as attending speaking engagements and other events. Between April 1, 2017 and March 31, 2018, the Office of the Representative visited 35 communities in B.C.



LOOKING AHEAD



LOOKING AHEAD: STRATEGIC PRIORITIES

The Representative's Strategic Plan

In 2017/18, the Representative, with extensive input from staff, developed and implemented a Strategic Plan that articulates the vision, mission and goals of the Office. For the 2018/19 year and into the future, the Strategic Plan will serve as the foundation to an expansive annual planning cycle.

Each program area has developed comprehensive work plans with detailed activities and responsibilities identified, collectively known as the Operational Plan. Individual staff members then develop their own performance plans that link directly to their team's work plan and the overall Strategic Plan.

The Representative's Strategic and Operational Plans will be monitored and reviewed throughout the year by a cross-program committee of staff members. The plans are living documents that may periodically be revised based on data and feedback, and in response to emerging issues.

Key Strategies – Underway to 2019/20

The following are the key strategic activities articulated in the Operational Plan currently underway and that will be continued through 2019/20:

Improved services to vulnerable children and youth

The Representative is committed to identifying, recommending and advocating for ways to address the needs of Indigenous children and youth; children and youth with mental health and/or substance use issues; youth aging out of care; and children and youth with special needs. Strategies to achieve this include strengthening stakeholder relationships, using data to deepen our understanding of the issues and monitoring service improvements.

Planned activities include:

- develop protocol agreements with DAAs
- continue to monitor services provided to Indigenous children, youth and families to ensure services are accessible, appropriate, culturally safe and effective
- complete a joint review with MCFD of practices and policies related to decisions on whether to remove infants from the care of their parents and examine the impact on child well-being and the mothers' decision to breastfeed

- produce an aggregate review of critical injuries and deaths connected to substance use and an update of the Representative's 2016 report on youth substance use services
- work with government to identify and support the implementation of recommendations to improve mental health and substance use services for children and youth
- conduct an investigation into the overdose death of a young man
- investigate the critical injuries of a child with special needs and release a public report
- conduct research into the current state of legal representation for children with a view to releasing a Special Report on independent legal representation for children
- conduct a wide-ranging examination of issues related to supports for youth aging out of care, including a review and assessment of services and supports, an aggregate review of critical injury and death reports and a youth-led consultation, and issue a public report
- conduct a review of the services and supports for children and youth with fetal alcohol spectrum disorder
- initiate the approved multi-year qualitative and quantitative review of care planning and cultural planning for children and youth in care, and share information with MCFD through a joint working group.

Children and youth are engaged in the work of the Representative's Office

The Representative is committed to hearing the voices of children and youth and engaging them in meaningful ways in the work of the Office. Strategies to accomplish this goal will build capacity across all program areas to effectively engage children and youth in all regions and demographics.

Planned strategies and activities include:

- complete and implement a comprehensive youth engagement framework and practice guide
- initiate a province-wide rights education tour focusing on the *UNCRC* and *UNDRIP*
- continue to employ and support Social Media Youth Team members to provide advice on how best to use social media to support youth outreach efforts and to create original content for sharing via the Representative's social media accounts
- hire three Youth Engagement Coordinators to support outreach and youth engagement activities
- support a practicum student to gather youth input on youth homelessness in B.C. and release a report highlighting the views of young people and the challenges they face in accessing secure housing
- Continue to engage youth researchers for two of the Office's major projects in the 2018/19 year as a valuable addition to the Representative's work.

The Representative's Office is more reflective of Indigenous children and families served

In the important area of cultural competency, RCY is committed to enhancing its understanding of Indigenous worldviews, cultures, customs and the effects of colonial practices.

This work will continue in specific and focused ways:

- continue with an Indigenous recruitment and retention process and monitor the achievement of our goal of 20 per cent for Indigenous staff members
- finalize and begin the implementation of an Indigenous cultural competency framework
- assess each staff member's need for further education about Indigenous worldviews, cultures, customs and the effects of colonization as part of the staff professional development process, and develop individual plans to ensure each staff member has the required education and understanding.

The Representative's Office works in an informed, effective and integrated manner

Continuous improvement is an important value for the Representative. As a result, the Office has identified a number of strategies to improve its internal operations, including more effective use of our data, collaborative practices and meaningful staff recognition practices.

In the coming years, the Office will:

- enhance its public reporting of important data and trends
- deepen its understanding and utilization of Indigenous research methodologies that incorporate Indigenous knowledge and cultural values
- develop a process to identify systemic issues and strategies to address and resolve these issues
- conduct research into performance measures used by similar independent public bodies and draft revised measures, including the measurement of child and youth satisfaction with advocacy services, for consideration by the SSCCY
- develop a human resource strategy that supports staff across the organization and that is focused on the development, retention and recognition of skilled staff
- in collaboration with MCFD, finish the work of the joint Representative and MCFD Recommendations Working Group and create a process for the administration of recommendations – tracking, measurement and closure – for all RCY reports.



PERFORMANCE



The Office measures its performance in achieving its outcomes of relevance, responsiveness, accountability and excellence by tracking key performance indicators (KPIs) and associated performance targets. In addition to KPIs, the Office also tracks a number of secondary indicators for each outcome.

Measuring Performance

The Representative's Office measures its performance in meeting its mandate and achieving its vision and goals through assessing the following outcomes:

- **Relevance** – means that the Office:
 - addresses issues and areas of concern within its mandate and of interest to the Legislature and the public
 - is aware of, and reacts readily and appropriately to, issues brought to its attention through its monitoring and review and investigation activities, its liaison and collaboration with public bodies, and by legislators, stakeholders and the public
 - produces reports that are useful to, as well as accessible and understood by the public, stakeholders and the Legislature
 - makes recommendations to enhance the effectiveness and responsiveness of designated programs and reviewable services with the goal of improving the child- and youth-serving system.
- **Responsiveness** – means that the Office:
 - addresses requests from children, youth, young adults and their families for support, assistance, information and advice in a timely and sensitive way
 - analyzes and takes timely and appropriate action in relation to reported critical injuries and deaths of children and youth receiving reviewable services
 - reaches out to children, youth and young adults and their families, the child- and youth-serving system, and communities to build awareness of the rights of children, youth and young adults and the services of the Office.
- **Accountability** – means that the Office:
 - reports regularly and in an open and transparent way about its activities to the Legislature and British Columbians
 - provides information on its plans, activities and performance to the SSCCY for review and scrutiny.
- **Excellence** – means that the Office meets high standards of professional and corporate conduct through:
 - a competent, ethical and diverse staff
 - rigorous application and compliance with established requirements in all its operations.

Relevance

The Representative's Office ensures relevance in meeting its oversight and accountability role by addressing areas of concern within its mandate that are of interest and importance to the Legislature and public. This is measured by the extent to which the work of the Office responds to concerns or matters brought to the attention of the Representative through the Office's oversight activities and liaison and collaboration with public bodies and other stakeholders, illustrating that the Representative is alert to issues, is in touch with the system and stakeholders and reacts accordingly.

Key Performance Indicator:	2017/18 target	2017/18 result	2018/19 target
<ul style="list-style-type: none"> Percentage of the work of the Office, as reflected in public reports, papers, submissions and statements of position, that was in response to a concern or matter arising from an external source or stakeholder 	50%	50%	50%

Other Indicators of Performance	Measured by	2017/18 Results
<ul style="list-style-type: none"> Public accountability for the review and investigations of critical injuries and deaths 	<ul style="list-style-type: none"> regular preparation and production of public updates outlining the number of reports received, reviews undertaken and cases identified for investigation by the Representative 	<p>In 2017/18, the Representative released two reports detailing reports received, reviews undertaken and investigations identified for the period of the report (Report #29, issued April 11, 2017 for the period Oct. 1, 2016 to Jan. 31, 2017, and Report #30, issued Nov. 7, 2017 for the period Feb. 2, 2017 to May 31, 2017).</p> <p>The Representative's staff are re-designing the CID update report format to more effectively communicate the summary statistics of the injury and death reports the Office receives. A new version of the CID update report is expected in 2019, with subsequent reports to be published biannually.</p>
<ul style="list-style-type: none"> Progress on recommendations 	<ul style="list-style-type: none"> ongoing monitoring and tracking of action taken on recommendations made to public bodies by the Representative on improvements and enhancements to child- and youth-serving services and programs⁵ 	<p>The Recommendations Working Group continued its work on reconciling the status of recommendations made by the Representative from the inception of the Office through 2016 and the development of a recommendations tracking and administration process going forward.</p>

⁵ Whether or not recommendations are implemented is not in the control of the Representative; progress on recommendations does, however, provide some measure of the Representative's success in influencing public bodies to make improvements.

Other Indicators of Performance	Measured by	2017/18 Results
<ul style="list-style-type: none"> Relevance to the public 	<ul style="list-style-type: none"> monitoring the public's interest in the work of the Office by tracking the number of times information and resources on the Representative's website are viewed by the public, number of social media follows and number of media requests 	<p>In 2017/18, the Representative's website received 1,855,959 hits. In total, 111,533 users accessed 639,791 pages on the site.</p> <p>In 2017/18, the Representative had</p> <ul style="list-style-type: none"> 3,444 follows – Facebook 3,216 follows – Twitter 549 follows – Instagram <p>The Representative also had 121 media requests.</p>

Responsiveness

Timely and effective response to requests for assistance and support from vulnerable children, youth and their families, as well as timely and effective review and investigation of incidents of critical injury or death are essential for the Representative's Office to meet its mandate.

Key Performance Indicator:	2017/18 target	2017/18 result	2018/19 target
<ul style="list-style-type: none"> Percentage of adult callers requesting advocacy services the Office responds to within the established three-day response timeline 	100%	86%*	100%
<ul style="list-style-type: none"> Percentage of screening and review of reports of child and youth critical injuries or deaths that are completed by the Office within the established two-month timeframe 	100%	100%	100%

* Due to operational considerations related to staffing resources, Advocacy instituted a three- to five-day call turnaround response timeframe for a period of time during 2017/18. During this time, 86 per cent of calls were responded to within the three-day response target and 96 per cent of calls were responded to within four days. The Advocacy team also transitioned to a new data management system with resulting challenges in data recording. This has been resolved through training and quality assurance.

Other Indicators of Performance	Measured by	2017/18 Results
<ul style="list-style-type: none"> Responsiveness to advocacy requests 	<ul style="list-style-type: none"> the percentage of youth requests for service responded to within 24 hours. The goal is to ensure that all youth in contact with the Office receive an initial response to their request for service within this period 	<p>In 2017/18, 100 per cent of youth contacting the Advocacy team were called back within 24 hours.</p>

Other Indicators of Performance	Measured by	2017/18 Results
<ul style="list-style-type: none"> Community and stakeholder relations 	<ul style="list-style-type: none"> tracking the number of appearances or presentations by Office staff at stakeholder and community events, the number of community relations and engagement activities and the number of communities visited with the goal of ensuring that the Representative is engaging and reaching out to children, youth and their families and stakeholders across the province 	<p>In 2017/18, the Representative and staff participated in 214 community engagement activities. This included attendance at events and conferences and participation in workshops, meetings and speaking engagements. The Appendix includes a list of outreach and community engagement activities undertaken by the Representative and staff in 2017/18.</p>
<ul style="list-style-type: none"> Youth participation 	<ul style="list-style-type: none"> the number of interactions and engagement activities with youth to raise awareness about their rights and the services of the Office. The goal is to steadily increase the awareness of youth and young adults through increased events and interactions 	<p>In 2017/18, the Representative and staff directly engaged with more than 2,700 youth and young adults through such activities as attending community events, hosting information booths and facilitating child and youth rights workshops.</p>
<ul style="list-style-type: none"> Indigenous engagement 	<ul style="list-style-type: none"> the number of collaborative efforts or initiatives with Indigenous communities and organizations on mutually identified issues of shared concern 	<p>In 2017/18, the Representative and staff met with 26 Indigenous organizations and individual First Nations and participated in 32 Indigenous events, conferences and speaking engagements. Increasing collaboration and partnerships with Indigenous groups and organizations is a key goal of the Representative in coming years.</p>

Accountability

A key outcome for the Representative is to be accountable to the Legislature and British Columbians for the work of the Office. A broad measure of how the Representative demonstrates accountability is through the public release of reports and papers (including periodic reports on child injuries and death reviews and investigations) and comments and statements about the findings of the work.

Key Performance Indicator:	2017/18 target	2017/18 result	2018/19 target
<ul style="list-style-type: none"> Number of reports and papers publicly released and the number of public comments and statements made by the Representative 	10 reports and statements	15 reports and statements	10 reports and statements

Other Indicators of Performance	Measured by	2017/18 Results
<ul style="list-style-type: none"> Reporting on activities 	<ul style="list-style-type: none"> the number of times the Representative makes presentations to the SSCCY and the SSCFGS 	<p>In 2017/18, the Representative appeared before the SSCCY five times: on Oct. 25, 2017, which was a first introductory meeting with the new Representative; on Nov. 28, 2017 regarding the <i>Room for Improvement</i> report; on Dec. 7, 2017 regarding the review of the <i>RCY Act</i>; on Jan. 26, 2018 regarding the <i>B.C. Adoption and Permanency Options Update</i>; and on Jan. 30, 2018 regarding the <i>Missing Pieces</i> report.</p> <p>The Representative appeared before SSCFGS once on Nov. 17, 2017.</p>

Excellence

Excellence in service delivery is achieved and maintained through competent and skilled staff. A key indicator of the Office's achievement of excellence is the extent to which staff undertake ongoing professional development to ensure that they stay current and up-to-date on emerging issues and trends, expand their knowledge and skills base and promote their own personal development.

Key Performance Indicator:	2017/18 target	2017/18 result	2018/19 target
<ul style="list-style-type: none"> Percentage of full-time and part-time staff who participate in ongoing professional development 	95%	96%	95%

Professional development included personal effectiveness training in interpersonal communication, mindfulness-based stress reduction, managing mental health in the workplace, emotional intelligence and resiliency at work; practical workplace skills such as writing briefing notes, project management, instructional/facilitation skills, information management and privacy protection; required training such as Occupational Health and Safety Committee training; RCY-generated training opportunities in the areas of complex trauma, response-based practice, youth who are homeless and working with youth who find it difficult to engage; specialized Indigenous cultural safety and humility training including "Wise Indigenous Practices" and "Culture is Medicine, Culture is Therapeutic"; attendance at the International Summer Course on the Rights of the Child; and several staff meetings with guest speakers including the Hon. Ted Hughes in one of his final public appearances, and Dr. Cindy Blackstock.

Other Indicators of Performance	Measured by	2017/18 Results
<ul style="list-style-type: none"> Staff contribution to meeting mandate 	<ul style="list-style-type: none"> the degree to which staff are engaged in their work and perceive that they contribute to the achievement of the Office's mandate 	<p>Staff through CREW (see text box below) continued to be actively engaged and contributed to creating a work environment that focused on a positive culture and effective human resources practices and communication processes. In addition, all levels of staff were involved in the creation of the Office's first-ever Strategic Plan and the development of detailed Operational Plans.</p>
<ul style="list-style-type: none"> Health, safety and well-being of staff 	<ul style="list-style-type: none"> the Office addresses any health and safety matters immediately and effectively in compliance with occupational health and safety laws and meeting the needs of staff and ongoing support for – and facilitation of – activities and programs to support staff well-being 	<p>There were no major health and safety incidents in any of the three Office locations. The committee dealt with some accidents involving either minor or no first aid assistance and no time/wage loss. The committee continues to refine policies and procedures relating to response to calls of concern (suicide/self-harm, potential risk of violence in the workplace), emergency preparedness, ergonomic assessments and emerging issues such as naloxone training.</p>
<ul style="list-style-type: none"> Ongoing compliance with core policies 	<ul style="list-style-type: none"> Office policies and procedures adhering to applicable core government policies, standards and practices and meeting budgeting and audit standards and requirements 	<p>In 2017/18, the Office was found to be in full compliance with core government policies, standards and practices in its annual financial audit, conducted by the Office of the Auditor General as required by legislation.</p>

Staff Contribution and Engagement

The Committee for an Engaged and Respectful Workplace (CREW) continued to play an essential role at the Representative's Office during its fourth year of operation. A total of 17 staff members volunteered to serve on CREW, including Executive team members, program staff and corporate support staff. During the 2017/18 year, CREW focused on the results of the 2017 staff satisfaction survey and how RCY could enhance organizational practices specific to advancement opportunities, internal communications and collaboration and teamwork. Priorities for the upcoming year include innovative approaches to staff recognition and a comprehensive strategy for staff training and development.

BUDGET & *EXPENDITURES*



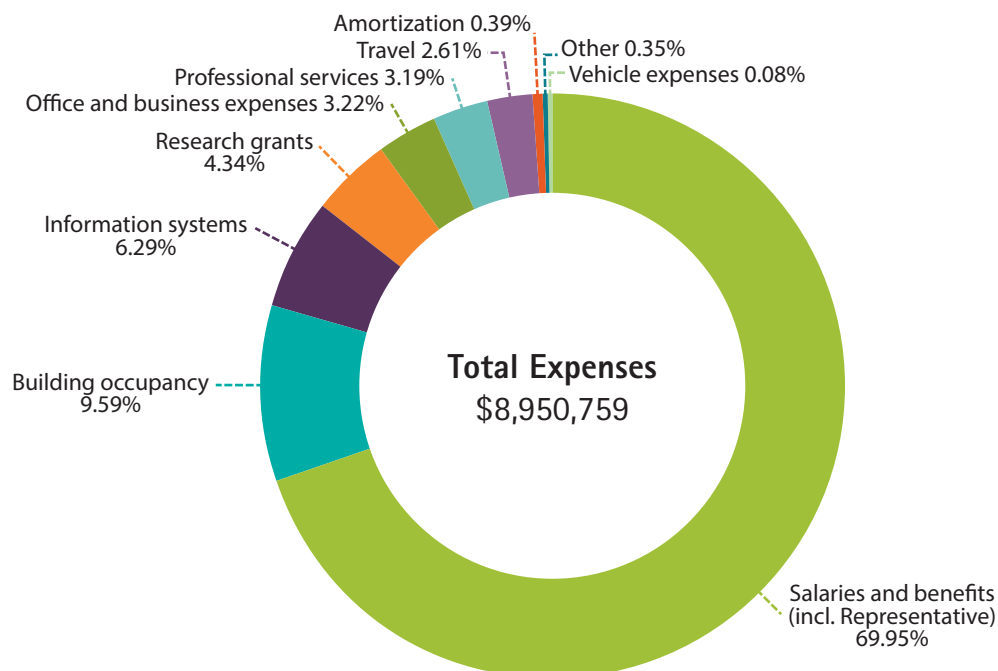
BUDGET AND EXPENDITURES

2017/18 Actual Expenditure and Budget

Operating Expense Type	2017/18 Actual	2017/18 Budget
Salaries and benefits (incl. Representative)	6,257,684	6,312,000
Building occupancy	857,877	920,000
Information systems	562,349	500,000
Research grants	388,190	5,000
Office and business expenses	287,740	418,000
Professional services	285,480	437,000
Travel	233,729	300,000
Amortization	34,902	43,000
Other	30,953	20,000
Vehicle expenses	7,527	8,000
Utilities, materials and supplies	3,828	7,000
Advertising	500	-
Total Expenses	8,950,759	8,970,000

Capital Expense Type	2017/18 Actual	2017/18 Budget
Tenant improvements	28,992	-
Information technology	20,792	30,000
Office and business expenses	-	20,000
Total Expenses	49,784	50,000

Actual Expenditures by Expense Type – 2017/18



Looking to the future – approved and planned budget for 2018/19 to 2019/20

The table below illustrates operating and capital budgets approved for 2018/19 and planned for 2019/20 and 2020/21.

Operating	Note	2018/19 Estimates	2019/20 Planned	2020/21 Planned
Salaries and benefits	1	6,912,000	6,923,000	6,923,000
Travel	2	315,000	315,000	315,000
Professional services	3	332,000	332,000	332,000
Information technology	4	518,000	518,000	518,000
Office and business expenses	5	386,000	386,000	386,000
Utilities, materials and supplies	6	7,000	7,000	7,000
Vehicle expenses	7	8,000	8,000	8,000
Amortization	8	43,000	43,000	43,000
Building occupancy	9	870,000	870,000	870,000
Research grants	10	5,000	5,000	5,000
Transfers under agreement	11	5,000	5,000	5,000
Other expenses	12	20,000	20,000	20,000
Recoveries	13	(3,000)	(3,000)	(3,000)
Total operating		9,418,000	9,429,000	9,429,000

BUDGET AND EXPENDITURES

Capital	Note	2018/19 Estimates	2019/20 Planned	2020/21 Planned
Information technology	14	30,000	30,000	30,000
Office furniture and equipment	15	20,000	20,000	20,000
Total capital		50,000	50,000	50,000

- Note 1 *Base salaries, supplementary salaries (first aid allowance, maternity/parental leave, auxiliary health and welfare, etc.) and benefits (including relocation) for all regular and auxiliary staff including the Representative.*
- Note 2 *Travel includes employee travel costs for staff on official Office business, including prescribed allowances.*
- Note 3 *Professional services include fees and expenses for professional services rendered directly to the Office for the provision of services in the delivery of our programs, the provision of services required by statute or legislation and that are billed directly to the Office, and the provision of services that will assist the development of policy and/or programs or improve/change the delivery of programs, such as management consulting services.*
- Note 4 *Information technology (operating) – includes all contract fees and costs related to data, voice, image, and text processing operations and services, such as data and word processing, data communications, supplies, repairs, maintenance and short-term rentals of information processing equipment.*
- Note 5 *Office and business expenses include supplies and services required for the operation of the Office.*
- Note 6 *Utilities, materials and supplies include the cost of services such as the supply of water and electricity, materials and supplies required for normal operation of government services.*
- Note 7 *Vehicle expenses include the costs associated with the repair and maintenance of Office vehicles.*
- Note 8 *Amortization includes the amortization of the cost of capital assets and prepaid capital advances over their useful lives.*
- Note 9 *Building occupancy includes payments for the rental and/or maintenance of office accommodation, including tenant improvements that do not meet the criteria for capitalization.*
- Note 10 *Research grants include payments to individuals, businesses, non-profit associations and other entities which may include stipulations as to the use of the funds and which are not entitlements or shared-cost arrangements.*
- Note 11 *Transfers under agreement includes payments made under the terms of a contract or agreement for which the Office does not receive any direct goods or services.*
- Note 12 *Other expenses include expenses, such as financing costs, valuation allowances, and other expenses, which cannot be reasonably allocated to another category.*
- Note 13 *Internal and external recoveries include the recoveries of costs from ministries, participants and/or sponsoring organizations.*
- Note 14 *Information technology (capital) includes the purchase or capital lease cost of mainframe and other systems hardware, software and related equipment.*
- Note 15 *Office furniture and equipment includes the cost or capital lease cost of office furniture and equipment.*

APPENDIX



APPENDIX – LIST OF OUTREACH AND COMMUNICATION ACTIVITIES

Community and Stakeholder Events and Conferences

- 6th Conference of the International Society for Child Indicators, Montreal, Que. (June 2017)
- 18th Annual Self Advocacy Leadership Institute: Workshops and Networking (Inclusion BC), Mission (November 2017)
- 32nd Annual San Diego International Conference on Child and Family Maltreatment, San Diego, Ca. (January 2018)
- 40th Anniversary of the Office of the Auditor General, Victoria (October 2017)
- Adverse Childhood Experiences (ACEs) Summit, Vancouver (November 2017)
- Adoptive Families Association of BC Open House, Burnaby (June 2017)
- Awakening the Spirit Conference 2017, Vancouver (October 2017)
- British Columbia Aboriginal Network on Disability Society, Victoria (November 2017)
- British Columbia Assembly of First Nations, First Nations Summit, Union of British Columbia Indian Chiefs, Government of Canada Department of Indigenous Services Joint Gathering, Vancouver (January 2018)
- BC Long Service Awards, Victoria (October 2017)
- BC People First Society, Abbotsford (March 2018)
- BC Teachers' Federation Provincial Specialist Associations Super Conference, Vancouver (November 2017)
- Building on Success: Promising Practices in BC's Child, Family and Community Services, Richmond (October 2017)
- Burnaby Youth Custody Services Centre and Youth Forensic Psychiatric Services of B.C. 10-Year Anniversary Celebration, Burnaby (October 2017)
- Burnaby Youth Custody Services Rights-Based Workshops, Burnaby (Monthly – 2017/18)
- Bridging the Gap – Transitioning from Youth Services to Adulthood, Abbotsford (March 2018)
- Cameray Child and Family Services Open House, Burnaby (September 2017)
- Camosun College Sexual Assault Forum, Victoria (June 2017)
- Canadian Alliance to End Homelessness Conference, Winnipeg, Man. (October 2017)
- Canadian Council of Child and Youth Advocates Conference, Banff, Alta. (September 2017)
- Canadian Domestic Homicide Prevention Conference, London, Ont. (October 2017)
- CanFASD (Canada Fetal Alcohol Spectrum Disorder) Research Network Meet and Greet, Victoria (February 2018)
- Chilliwack High School Youth Leadership Group Human Rights Training Day, Chilliwack (April 2017)
- Community Living BC Facilitators – Presentation and Information Session, Port Moody (December 2017)
- Continuing Legal Education Society of British Columbia Access to Justice Conference, Vancouver (May 2017)

- Dan's Legacy 4th Annual Chefs' Charity Dinner 2017, Vancouver (November 2017)
- Dinner Reception in Honour of Her Excellency the Right Honourable Julie Payette, Governor General of Canada, Victoria (March 2018)
- Ending Violence Association of BC, 2017 Training Forum, Vancouver (October 2017)
- Federation of BC Youth in Care Networks Open House, New Westminster (December 2017)
- Federation of BC Youth in Care Networks Truth and Reconciliation Tour, Boston Bar (January 2018), Pemberton (February 2018), Chilliwack (March 2018)
- Federation of Community Social Services of BC Conference: Emerging Issues and Practices, Penticton (June 2017)
- Final Push for Change Event, Kamloops (August 2017)
- First Nations Education Steering Committee Aboriginal Education Conference, Vancouver (February 2018)
- First Nations Health Authority and BC Coroners Service Death Review Panel: A Review of First Nation Youth and Young Adult Injury Deaths: 2010-2015, Victoria (November 2017)
- Fostering Change Youth Advisory Circle – Youth Aging Out Luncheon, Victoria (October 2017)
- Foundry Open House, Prince George (October 2017)
- Gathering the Circle Youth Justice Dialogue, Victoria (February 2018)
- Gathering Our Voices, Richmond (March 2018)
- Global Knowledge Canada Training Event, Victoria (January 2018)
- Guiding Youth Home Charity Event, Surrey (November 2017)
- Halalt First Nation Family Day Event, Chemainus (February 2018)
- Hope and Area Transition Society Workshop, Hope (September 2017)
- Ignite Your Spirit 2, Lake Cowichan (August 2017)
- Ignite Your Spirit Youth Gathering, Duncan (September 2017)
- Inclusion BC's Disability Pride Parade, Richmond (June 2017)
- Inclusion BC's "Inspired by Love" Annual Conference, Richmond (June 2017)
- Indigenous Perspectives Society Workshop, Langford (June 2017)
- International Summer Course on the Rights of the Child, Moncton, N.B. (June 2017)
- Legal Services Society of British Columbia Dinner to Honour the Elders, Musqueam Territory (November 2017)
- Life After School Transition Committee, Maple Ridge (April 2017)
- LGBTQ2S – Two Spirits, One Heart, One Mind, One Nation – Aboriginal Youth Conference, Victoria (February 2018)
- Métis Nation BC Annual General Meeting, Dawson Creek (September 2017)
- Ministry of Children and Family Development Child and Youth Mental Health Service Framework Forum, Vancouver (January 2018)
- Moosehide Campaign Event, Victoria (February 2018)
- National Aboriginal Day, Langford (June 2017)
- National Aboriginal Day, Lheidli T'enneh Park, Prince George (June 2017)
- National Aboriginal Day at Trout Lake, Burnaby (June 2017)
- Permanency Forum, Richmond (October 2017)
- Pink Shirt Day Event, Victoria, Burnaby and Prince George (February 2018)
- Prince George Youth Custody Child Rights Workshop, Prince George (October 2017)

- Ray-Cam Co-operative Centre Soapbox Derby, Vancouver (August 2017)
- Reconciliation: Healing the Future Vancouver, Mothers Matter Centre, Vancouver (March 2018)
- Reconciliation in Action, Youth Matters Forum, Vancouver (June 2017 and January 2018)
- Relationships Matter for Youth Aging Out of Care Exhibit, Vancouver (December 2017)
- Remembering Reena: A Community's Commitment to Non-Violence, Victoria (November 2017)
- Representative for Children and Youth Open Houses, Kelowna (May 2017), Kamloops (May 2017) and Courtenay (September 2017)
- shhexun's tthu xpey' Medicine of the Cedar – Ceremonial Blessing for a Cedar Canoe Carving Project, Ladysmith (August 2017)
- Stepping Stones to Permanency: Exploring Every Path Best Practice in Permanency Forum, Richmond (November 2017)
- Symposium on Reconciliation and Spirituality – Past, Present, and Future, Victoria (March 2018)
- Ted Hughes' Introduction of Craig McInnes's Book "The Mighty Hughes, From Prairie Lawyer to Western Canada's Moral Compass", Victoria (November 2017)
- Understanding the Village Workshops, Songhees First Nation (October 2017), Victoria and Richmond (February 2018)
- Unified Aboriginal Youth Collective Forum, Parksville (January 2018)
- UN International Day of Persons with Disabilities Film Festival, New Westminster (December 2017)
- University of British Columbia, Dean's Distinguished Speaker Lecture: Janusz Korczak, The Father of Children's Rights: Turning Rights Into Actions, Vancouver (November 2017)
- University of British Columbia 7th Annual Inter-professional Continuing Education Fetal Alcohol Spectrum Disorder Conference, Vancouver (October 2017)
- University of Victoria Presentation: "Protecting Indigenous Children", Victoria (November 2017)
- Vancouver Aboriginal Child and Family Services Society Rights-Based Workshop, Vancouver (February 2018)
- Vancouver Aboriginal Child and Family Services Society Anniversary Event, Vancouver (October 2017)
- Victoria Foundation Open House, Victoria (December 2017)
- Walk for Reconciliation, Vancouver (September 2017)
- Wisdom2Action: Embrace Life (Youth-Led Suicide Prevention Initiatives), Vancouver (February 2018)
- Youth Homelessness Camp-Out, Kamloops (December 2017)
- Youth Justice Dialogue hosted by Ministry of Indigenous Relations and Reconciliation, Nanaimo (October 2017)

Meetings

Child-, Youth- and Young Adult-Serving Organizations

Adoptive Families Association of BC	Canadian Mental Health Association
Advisory Committee on Children and Youth with Special Needs	Canadian Pediatric Society
Artemis Place	Centre for Response-Based Practice
A Way Home Kamloops	BC Children's Forum
BC Association for Child Development and Intervention	Ending Violence Association of BC
BC Federation of Foster Parent Associations	Federation of BC Youth in Care Networks
Canadian Mental Health Association British Columbia Division	Federation of Community Social Services of BC
BC Network of Child and Youth Action Committees Provincial Roundtable	Janusz Korczak Association of Canada
Big Brothers and Big Sisters of Victoria	McCreary Centre Society
Boys and Girls Club of Victoria	Spirit of the Children Society
Canadian Council of Child and Youth Advocates	The Global Child Team, University of Victoria
	Victoria Child Advocacy Centre
	Youth Futures Education Fund Committee
	Yukon Child Advocate

Aboriginal Leadership/Organizations

Aboriginal Life in Vancouver Enhancement Society (ALIVE)	Lalum'utul'Smun'eem Child and Family Services
Carrier Sekani Child and Family Services	Lii Michif Otipemisiwak Family and Community Services
Cowichan Tribes	Métis Nation BC
Government of Canada Emergency Meeting on First Nations, Inuit, and Métis Nation Child and Family Services	Nezul Be Hunuyeh Child and Family Services Society
First Nations Directors Forum	Namgis First Nation
First Nations Education Steering Committee	National Inquiry into Missing and Murdered Indigenous Women and Girls
Hiiye'yu Lelum (House of Friendship) Society	NIL TU,O Child and Family Services
International Institute for Child Rights and Development	Reconciliation in Action
Island Métis Family and Community Services Society Victoria	Secwepemc Child and Family Services
K-12 Aboriginal Education Partners Table	Surrounded by Cedar
K'wak'walat'si Child and Family Services	Tillicum Lelum Aboriginal Friendship Centre
Kw'umut Lelum Child and Family Services	Tsawout First Nation
	Usma Nuu-chah-nulth Family and Child Services
	Vancouver Aboriginal Child and Family Services Society

Government Organizations

Indigenous and Northern Affairs Canada
 Community Living BC
 Legislative Assembly of B.C.
 B.C. Ministry of Advanced Education and Skills Training
 B.C. Ministry of Children and Family Development
 B.C. Ministry of Education
 B.C. Ministry of Health
 B.C. Ministry of Justice
 B.C. Ministry of Mental Health and Addictions
 B.C. Ministry of Public Safety and Solicitor General
 B.C. Ministry of Social Development and Poverty Reduction
 Burnaby Youth Custody Services Centre
 Office of the Auditor General of British Columbia
 Office of the Chief Coroner, B.C.
 Office of the Information and Privacy Commissioner, B.C.
 Office of the Ombudsperson, B.C.
 Office of the Provincial Health Officer, B.C.
 Office of the Public Guardian and Trustee, B.C.
 Office of the Seniors Advocate, B.C.
 Prince George Youth Custody Services Centre
 Select Standing Committee on Children and Youth, B.C.
 Select Standing Committee on Finance and Government Services, B.C.
 Speaker of the British Columbia Legislative Assembly

Other

B.C. Advocate for Service Quality
 BC School Superintendents' Association
 BC Teachers' Federation
 British Columbia Law Institute
 Canadian Federation of University Women
 Coalition to Preserve Truth
 Continuing Legal Education Society of BC
 Doctors of BC
 First Call – BC Child and Youth Advocacy Coalition
 Graham Boeckh Foundation
 HIPPY (Home Instruction for Parents of Preschool Youngsters program) Canada
 Hon. Ted Hughes, Q.C.
 Inclusion BC
 The Innu of Labrador and Blue Sky Group
 Law Foundation of BC
 Mary Ellen Turpel-Lafond
 Members of Her Majesty's Official Opposition
 Metro Vancouver Regional District
 Partners and Advocates for Remarkable Children and Adults
 Ray-Cam Co-Operative Centre
 Simon Fraser Community Council
 Simon Fraser University
 Pierre Elliot Trudeau Foundation
 UNICEF Canada
 United Way, Kamloops
 University of British Columbia
 University of Victoria
 Vancouver Island University
 Vancouver Foundation
 YWCA Vancouver



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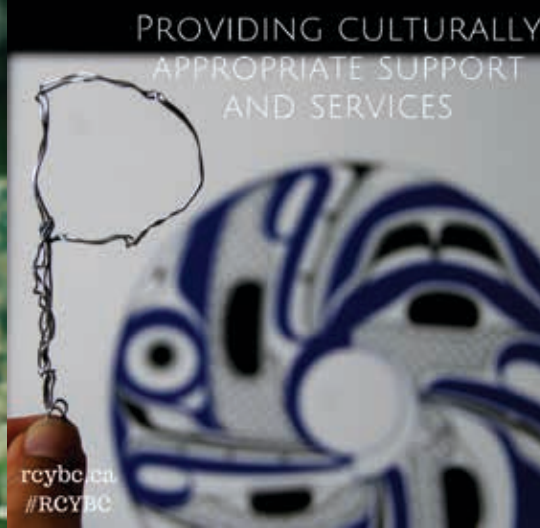
MOVE

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— Dr. Seuss



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