

Xyólheméylh

Fraser Valley Aboriginal Children & Family Services Society



Annual Report 2023-2024

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Message from the Board of Directors President



On behalf of the Board, I want to begin by acknowledging our communities, children, and families for their patience and understanding during our transition periods over this past year. I also want to thank our staff for their dedication and hard work. I wish to take a moment to acknowledge our Executive Leadership Team as well.

Laura Dawn Wilkin has stepped into the Executive Director of Staff and Community Relations and has been doing an excellent job within this role and we look forward to this next year with her. Rod Spitzig has continued to demonstrate consistent and strong leadership as the Executive Director of Administrative Services, we are honored to have him in this role and to have had him with us for the past 25 years. Finally, we are thrilled to welcome Nazeem Ratanshi to the role as our Executive Director of Programs. Nazeem brings with him in depth knowledge of practice, particularly as it relates to Indigenous children, youth, and families, and has strong leadership that we are confident will help Xyólheméylh to achieve our goals in the coming years.

In 2023-24 we reviewed Xyólheméylh's strategic goals. We believe that our new goals are streamlined and simplified and more accurately delineate the operational goals vs. the governance goals. These strategic goals are listed at the back of this Annual Report. In 2023-24 we made significant progress towards these goals and continue to be committed to working with ELT and staff on moving forward to ensure our families are safe and healthy.

We raise our hands to the communities we serve and our community partners for walking alongside us and we are grateful to our caregivers and parents for loving and supporting our children and youth. We also thank our Xyólheméylh work family of staff and Elders for their continued dedication.

Temqethelmot - Jade Victor
President, Xyólheméylh

Board of Directors: Jade Victor - Temqethelmot (President); Joshua Bailey (Vice President); Glenda Campbell - Chélotowét (Treasurer); Tammy Bartz - Meli: leq' the lot; Phil Hall - Salacy-a-til; Peter John - XaXa Moqw; Marion Mussell and Marcella Sunshine.

Message from the Executive Director of Programs



I joined Xyólheméylh in July 2024 and was therefore not with the agency during the scope of this annual report, but I am happy to tell you about the highlights of 2023-24, under the direction of Director of Youth and Guardianship, Rhea Del Vecchio. I would like to thank Rhea for the smooth transition and for her leadership this past year. This is a return to Xyólheméylh for me as I was previously with the agency from 2017 to 2019 as Director of Practice.

After much deliberation Xyólheméylh decided to end its contract with Circle 5 in Surrey by March 31, 2025. The decision was made so we could focus our staffing support, resources for children and families, and all support staff to be working within our Geographic Service Area.

We honor our history of this partnership that led to us developing a program for supported access in Surrey and providing many families with supported access, family finding, and cultural support. We value the ongoing partnership with Circle 5 as we will be transitioning to a new chapter of our working relationship. We are working with the union to ensure all our impacted staff are supported through the transition. We welcome amendments to British Columbia's Bill 38, and the introduction of an Indigenous Child Welfare Director to ensure the safety, wellness and access to community and culture for Indigenous children. The position aims to support Indigenous jurisdiction by harmonizing the rights and laws of Indigenous Peoples with provincial and federal child welfare laws as well as uphold the United Nations Declaration on the Rights of Indigenous Peoples.

B.C. child and family welfare laws now respect and uphold the inherent rights of Indigenous communities to provide their own child and family services with the passing of new legislation. The *Indigenous Self-Government in Child and Family Services Amendment Act* makes B.C. the first jurisdiction in Canada to recognize an inherent right of self-government specifically in provincial legislation, which will help keep Indigenous children and youth safely connected to their families, cultures and communities.

Our work with Stó:lō communities has shown positive outcomes, with out of care placements increasing and a number of prevention and family strengthening projects that you can read about in this annual report. I'm grateful to the Stó:lō communities we serve and thank them for their support and willingness to walk alongside us.

Thank you to the Board of Directors and ELT for their support. Thank you to our Elders who share their wisdom with all of us at Xyólheméylh. I also raise my hands to our staff. I feel very privileged to work with such a dedicated team of people who are committed to making positive change.

Nazeem Ratanshi
Executive Director of Programs

Message from the Executive Director of Administrative Services



I have the honor and privilege of being responsible for Xyólheméylh's Administration, Human Resources and Finance teams. I am pleased to report that we made significant progress towards our strategic goals in 2023-24.

Our administrative staff are instrumental in providing welcoming and culturally sensitive spaces for staff, children and families and supporting our front-line staff. They maintain the offices, equipment and vehicles, and greet clients and visitors. One of our initiatives in 2023-24 was to integrate more Halq'emeylem into the office atmosphere.

We continue to work on a new head office, finalizing building plans and securing funding. In May 2023 our Mission staff moved out of the St. Mary's location and into new offices on Lougheed Hwy. This was the last of our offices that were still located in former residential schools.

Work continues to locate unmarked graves at St. Mary's Residential School in Mission, as well as Coqualeetza Residential School in Chilliwack and All Hallows Residential School in Yale. Our hearts go out to all the Elders, communities and families. We have also secured a new office location in Chilliwack at 201-9330 Nowell St that is now operational.

The Human Resource department made progress on Indigenizing our interviewing practices and HR policies. The process is intended to remove barriers to Indigenous people and involve Elders in interviews as well as training. The process is about acknowledging that the typical processes are very colonial, and our goal is to create cultural safety. Through this work we have looked to traditional teachings to remove barriers and allow potential employees to bring their whole self to the process. While there is still much more work to be done, currently approximately one-third of our staff are Indigenous and that our employee turnover rate has stabilized at five per cent over the past fiscal year. Our Finance department ensures we have a clean financial audit and that we are following federal, provincial and accounting regulations and that our policies and practices are up to date.

I would like to thank all of our hardworking and dedicated staff, our wonderful Elders who share their wisdom and experience, and my colleagues on ELT. I would also like to thank the Board of Directors for their support and leadership. I am very honored to live and work within the xáxá témexw té Stó:lō and to be able to support Indigenous children, youth and families.



Rod Spitzig
Executive Director of Administrative Services

Message from the Executive Director of Staff & Community Relations



I've had the honour of being the Interim ED of Staff and Community Relations since the Fall of 2023. During that time one of my priorities has been working as a technical support to the Cultural Committee on an orientation for staff to cultural protocols. A Cultural Protocol Guide was developed by cultural knowledge keepers in the committee and will support important work for many years to come. The role of the Cultural Committee is to ensure that Xyólheméylh is staying true to its roots as a Stó:lō organization and that Indigenous culture is always respected in how we work. I am pleased that our leadership will begin a series of dedicated time together to experience and learn from traditional teachers beginning in October.

We have also had some changes within our dedicated and respected Elder Advisory Group, increasing both the number of Elders as well as the scope of their support. Elders are engaged in many aspects of our work. They work with staff and families, participate in training and basket meetings, do cultural work, and work directly with some of our most vulnerable

youth.

During 2023-24 we had good news that the Supreme Court's decided to uphold Indigenous Peoples' authority over children and families. Since C-92 became law, and some prevention work was finally funded federally, we have been working with Stó:lō communities on making the legislation a reality. We recognize there is still much work to be done and value our partnerships on this journey. We are reminded daily of the legacy of colonialism and intergenerational trauma faced by Indigenous people and the need for real and lasting change. With the vote before the chiefs in a couple of weeks for long-term reform, and with our continued lack of prevention funding for off reserve work from the province, we are reminded that continued advocacy to end discrimination against Indigenous children and families is still needed and we will continue to partner in this work.

We are hopeful that *An Act Respecting First Nations, Inuit and Métis Children, Youth and Families*, will continue to facilitate better outcomes as we recognize an inherent right of self-government, which will help keep Indigenous children and youth safely connected to their families, cultures and communities.

I would like to thank our Elders,, community leaders, my colleagues on ELT and the Board of Directors at Xyólheméylh. I am very grateful to work with such a wonderful group of dedicated people who work with good minds and good hearts.

All my relations,



Laura-Dawn Wilkin
Executive Director, Staff and Community Relations

Our Vision, Mission & Core Values

Vision

Healthy and safe families

Mission

We support Indigenous families and communities to ensure the safety and well-being of children while respecting cultural diversity.

Core Values

Honour - *S'olhstexw*

We honour generations of diverse traditions and cultures.

Engage - *Lexws'ó:les qas Yóyestel* (Be willing to do one's work) (Working together)

We engage and foster safe family ties and cultural connections in the best interests of the child.

Accountable - *Telómelthet* (Acknowledge)

We are accountable to children, families, communities, stakeholders and each other.

Respect - *Ólhet* (Respect someone)

We respect our roots in xáxá témexw té Stó:lō and endeavor to provide services and programs that meet the unique cultural needs of all Indigenous people.

Trust - *Q'élmet*

We trust in the ability of our children and families to grow and develop in a healthy way.

Our Elders - SI:YÓLEXWE



Our Elders - SI:YÓLEXWE

Xyólheméylh has an Elders Advisory Committee which represents various First Nations communities in Stó:lō territory as well some away from home Indigenous communities. They ensure we are delivering services in a culturally appropriate and sensitive way.

Having a team of Elders, from different backgrounds and cultures, has enabled Xyólheméylh to match the right Elder to best meet the specific need of the individual request.

Elders are now fully involved in all aspects of operations. They offer recommendations and guidance on policy and practice to staff and leadership. They also provide input and evaluation of services around the role of culture in day-to-day operations. Elders now have a place in training and lead in offering healing through traditional ways of dealing with stress and grief.

Elders play a major role in services through their participation in all collaborative practice circles and direct support to staff, youth and families. We also have Elders who support our Sq'epqotel Court Project, which sees Elders attending court to support families involved in the Family Court system.

We have 18 Elders on our Elders Advisory Council and a number of Elders who are involved in other initiatives with us. Our Elders being partnered with youth is going well and is continuing to expand.

The Elders teach us that for us to do the very best to serve others, that it starts with each of us reflecting inwardly and taking care of ourselves.

They also teach us about taking time to pause and reflect, about the importance of under-



Our Elders - SI:YÓLEXWE

standing and using our gifts of kindness, sharing, and loving that are within each of us. These gifts are useful, even necessary, to those who are called to the service in helping others.

Over the years, the staff's view of and requests for Elders has grown. As with the uptake of staff there has been an even bigger request for Xyólheméylh Elders' involvement by youth and families.

For many of the staff it is transformative when the Elders share their life experiences, the knowledge they've accumulated over years, their backgrounds. Elders convey a calming influence whether they're working with a staff, youth or family. They bring new ideas and a different perspective on matters to staff and families who haven't been brought up in their culture. Just having an Elder in the room and doing ceremony and cultural protocols has a calming effect to whatever the conversation is.

Thank you to all our 2023-24 Elders Advisory:

- Jade Diablo;
- Violet George;



- Maria Reed (Waabigekek Ikwe);
- Louise Silver-Kaarsemaker (Masquaelta);
- Rosemary Treherne (Tha tisia);
- Amy Victor (St'enilh:ot);
- Elaine Malloway
- Leona Pennier-Hall
- Victoria L'hirondelle
- Sheree Epp;
- Leo Nolin;
- Desta Branham;
- Darlene Tommy;
- Cynthia Myran;
- Sidney Douglas;
- Cheryl Gabriel;
- Greg Poitras
- Allan Mason;

Also thanks to our Auxillary Elders:

- Charles Ayotte;
- Julie George (Lexlexwenel);
- Eddie Julian
- David Gutierrez
- Yvonne Tumangday;
- Reg Phillips;
- Ron Penner;
- Ellery Edel; and
- Rocky LaRock.

Photos:

Page 7, top row left to right: Amy Victor; Rosemary Trehearne; Jade Diablo, Louise Silver-Kaarsemaker
 Page 7, 2nd row, left to right: Sherry Epp; Violet George; Sidney Douglas; Darlene Tommy;
 Page 7, 3rd row, left to right: Elaine Malloway, Leona Pennier-Hall; Victoria L'hirondelle; Cynthia Myran
 Page 7, 4th row, left to right: Desta Branham, Leo Nolin, Maria Reed, Greg Poitras
 Page 8: Elders Retreat,
 Page 9: Allan Mason

Visions & Voices Youth Advisory Group

The Visions and Voices Youth Mentorship Program was established nine years ago for youth ages 13 and older who have been in care or previously in care with Xyólheméylh. The youth meet monthly, share a meal and organize events. By doing this they build leadership skills as well as connect with their Indigenous culture. The group also acts as an advisory committee for Xyólheméylh, ensuring our programs are responsive to their needs.

The youth are coordinated by a dedicated Youth Programs Coordinator. In 2023-24 they ran 57 different program sessions or events with 936 youth attending or 1160 total participants, including adults. This year's highlights included organizing a two day retreat from November 17 to 19 in Hope. The event featured a talk by Notorious Cree on Saturday and an opportunity

on the Sunday to provide feedback on the child welfare system to the Representative for Children and Youth, Dr. Jennifer Charlesworth.

The youth also attended the Gathering Our Voices retreat on Vancouver Island, and organized a Lacrosse program and Soccerpalooza event in the summer.

Workshops included ribbon making skirts, guided by Elders; a Kid's Halloween party, Life skills classes that taught youth about cooking and nutrition; soap stone carving, beading classes,

Another highlight of the year was opening a dedicated Youth Hub in Chilliwack where youth could go to do homework, talk to an Elder, do their laundry and have a snack.



Our Organization

Our programs and services are created and delivered with the support of our Elders Advisory Council with special attention on strengthening culture and identity, while honoring the strength of families.

- We strive to work in a holistic way to keep families together and reintegrate children back with their families and extended families.
- Our service delivery is done with an open heart and an open mind focusing on the best interests of the family while keeping children at the center.
- We work to ensure children are connected to their family, and community while striving to ensure their inherent rights to heritage and identity are upheld in all we do.

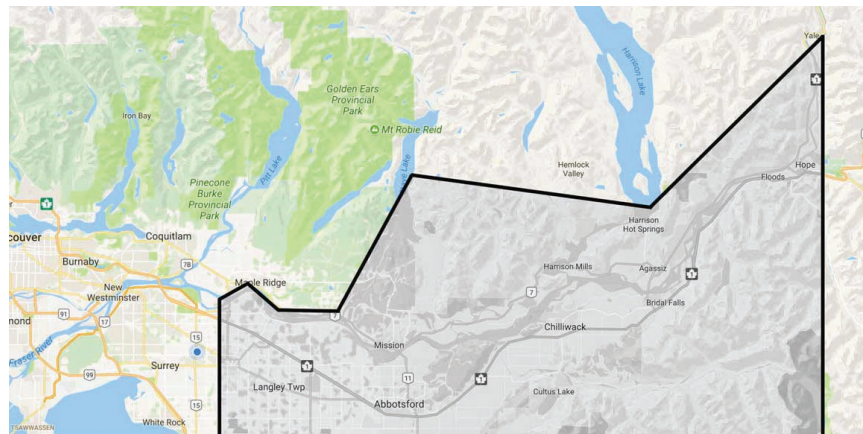
We work with 17 First Nations Communities – Athelets (Atchelitz); Xwchíyò:m (Cheam); Chowéthel (Chawathil); Leq’a:mel; Máthexwi

(Matsqui); Pópkw’em (Popkum); Sxwoyehà:là (Squiala); Shxwhá:y (Skway); Sxwoyehá:lá (Shxw’ow’hamel); Sq’ewá:lxw (Skawahlook); Sq’ewqeyl (Skowkale); Sqwá (Skwah); Th’ewá:li (Soowahlie); Semá:th (Sumas); Ch’iyáqtel (Tzeachten); Yeqwyeqwi:ws (Yakwekwioose); and Xwoxwelá:lhp (Yale).

We also work with Láts’elmexw (away from home) families. In fact, the away from home children, youth and families we serve accounts for 85+ per cent of our work. Over 33 per cent of the children, youth, and families we serve are Métis.

We operate with offices located in Agassiz, Chilliwack (our head office), Mission, Abbotsford, Langley and Surrey. Currently we have offices in the following Stó:lō Communities: Chowéthel, Xwchíyò:m, Leq’amel, Sxwoyehà:là, Shxwhá:y Village and Ch’iyáqtel First Nations. Our goal is to have lease agreements in all the Stó:lō Communities signed on to be serviced by our organization.

Our Geographic Service Area



Our Geographic Service Area (GSA) covers Yale to the East, Langley/Surrey Ministry Fraser Region boundary on the West (196th Street), Maple Ridge/Mission Ministry Fraser Region boundary on the North (Wilson Street) and the Canadian/US border to the South, including the Reserves of Member First Nations, and does not include the Reserves of non-Member First Nations, as set out in the map.

We meet monthly with Designated Representatives for these communities to ensure communities voices are heard. We are signatories in Information sharing agreements with Chiefs from the communities signed on to be served by Xyólheméylh, and the Province so every community knows where their children are in BC.

Staff work to ensure that they are following the new Federal Legislation C 92 – *An Act Representing First Nations, Métis, and Inuit Children* in planning with these communities.

Human Resources

Over the past fiscal year, we have experienced a steady growth rate of five per cent, bringing our total workforce to 310 employees. Notably, 101 of our staff are Indigenous. As part of our ongoing commitment to inclusivity, we are in the early stages of gathering more detailed demographic data as additional staff have begun self-identifying as Indigenous. Our employee turnover rate has significantly decreased, stabilizing at five per cent over the past fiscal year. Additionally, our average retention rate stands at 80 per cent, reflecting the positive impact of our employee engagement initiatives.

We continue to prioritize training and education for our staff, maintaining a consistent and slightly increased pace in these programs to support professional development and skill enhancement totalling 5,516 hours in training this past fiscal year. It is important to highlight that several new internal training programs have been developed and implemented for our staff. These include Skills for Family Strengthening Roles, Court Skills, and Supervision Training (covering clinical supervision and performance management).

We prioritized the development of internal training programs, specifically designed for our supervisory staff, such as Clinical Supervision and Performance Management. These trainings were created to enhance the supervisory toolkit, refine skills, expand knowledge, and strengthen decision-making abilities, empowering our leaders to confidently support their teams. We are pleased to report that, between the 2023-2024 and 2024-2025 fiscal years, all permanent practice staff have successfully completed the Clinical Supervision series. These initiatives are designed to further enhance the capabilities of both our staff and leaders.

We were very honored to be nominated for a Fraser Valley Cultural Diversity Award for Effective Human Resource Practices in April. Xyólheméylh has long embraced support from our Elders to share teachings, wisdom, experience, and traditions with our children, youth, and families, but in recent years we have offered these same practices to our employees in a variety of ways. This has included offering traditional medicines to employees facing challenges, including smudging, brushings, nourishing the body and spirit before doing important work, and ongoing access to Elders to support their personal and professional wellbeing.

Xyólheméylh is now working on interview practices and our HR policies to acknowledge that the typical processes are very colonial, and our goal is to create cultural safety. Through this work we have looked to traditional teachings to remove barriers and allow potential employees to bring their whole self to the process.

While we continue to have a long journey ahead of us, we look forward to continuing to walk



this path with our employees, Elders, communities, and partners. We are very proud of all the good work our staff continue to do during these changing times. We're very proud of the progress our Human Resources team has made! This is just one example of the great work being done by staff.

Staff Appreciation

On April 27, 2023 we held our first in person Staff Appreciation event in three years, due to pandemic restrictions. It was good to be able to gather again in the Sumas Longhouse, share a meal and express our appreciation to our hardworking, dedicated staff. We were joined by members of our Board of Directors and the Elders Advisory in celebrating and recognizing our staff. At the event we also recognized over 80 staff who reached years of service milestones during the past three years. Elly Janik, pictured at the left, was honoured for 30 years of service.



Our Programs

Post Majority Team

We've known for many years that the transition from youth to adulthood can be difficult, particularly for Indigenous youth in care. This can include higher levels of homelessness, involvement with the justice system, depression and even death. For years, many youth advocates, including the Representative for Children and Youth, have lobbied for more supports for youth aging out of care.

The newly created Post-Majority Team is a much needed and welcome addition to the Xyólheméylh family and made possible by new funding from the BC government to help youth transition from care when they turn 19.

Supports can include everything from helping the youth with housing, training and post-secondary education, life skills, financial literacy, or building family connections. The goals are set by the youth, not by the social workers, and then an agreement is drawn up so they can move into independence.

The team is currently supporting over 120 youth who are living off-reserve. Some are still with their caregivers and others are living independently. Conversations are currently taking place on how this will work in the Stó:lō communities.

Men and Women's Wellness Groups

This 12 week program is geared toward Indigenous families that are experiencing the intergenerational impacts of colonization and residential

schools. Namely, families who are struggling with intimate partner violence, attachment issues, communication issues, cultural genocide, and community detachment. This program is unique in that it has been designed to amalgamate psycho educational skill building with traditional ways of healing.

The goal of this program is to provide a safe space for reflecting on behaviors and developing alternative skills within relationships and providing an avenue to introduce (or re-introduce) traditional ways of healing and resiliency; and to provide connection to local communities and cultural teachings. Another goal is to create a community of support through peer relationships.

We have had four groups each of men and women graduate from the program so far and we have received so much positive feedback from the women and men that have participated. They have told us they enjoy the feeling of family they develop with the other participants and the support of the Elders. We send the United Church's Healing Fund a big thank you for their financial support.

Protecting Our Children Conference in Reno

Xyólheméylh staff were invited to present at the 41st Annual Protecting Our Children Conference in Reno, Nevada from April 2 to 5, 2023. Each year, the National Indian Child Welfare Association (NICWA) hosts the largest national gathering on American Indigenous child advocacy issues. Over 1,900 people attend the three-day conference which has become the pre-



Top to bottom photo: Teresa Gallis, Terri Brunelle and Stacia Jones in Reno; Men's Wellness Group graduation ceremony.

miere event addressing Indigenous child welfare and well-being. This year's theme was Healing Our Spirits: Nurturing and Restoring Hope.

Xyólheméylh was chosen to present among hundreds of applicants. The Xyólheméylh team who presented included Stacia Jones, Terri Brunelle and Teresa Gallis. They presented on the Family Cultural Connections Workers and Elders programs and the Collaborative Practice model.

“The feedback we received was really positive. Lots of agencies have shown interest in hearing more about what we are doing at Xyólheméylh,” said Stacia Jones.

They were also able to learn about best practices from all over the US and even Australia. “We have plans on how to bring some of this great work here at Xyólheméylh,” said Stacia.

Regional Drop-Ins

The Sto:lo Basket organized approximately 50 regional drop-in events in Sto:lo communities during 2023-24. The drop-ins were for families and youth, always involved sharing a meal and involved activities like paint night; healthy relationships, movie nights, suncatcher making, Slahal, pumpkin carving and more.

Our Caregivers

We are enormously grateful for our Xyólheméylh Caregiver Support parents who open their homes and hearts to children and youth who need them. They provide love, nurturing, structure, stability while working with the child's care team to ensure the children's needs are met.

We enjoyed a wonderful evening appreciating our caregivers on October 18 at The'i:tselya – S.A.Y Health and Community Centre in Chilliwack.

Xyólheméylh has a contract with Archway for the last three years to provide a series of workshops and Complex Care Interventions – Trauma Informed Interventions training. The modules cover topics about understanding complex trauma, the body and stress, attachment and relationships and reframing difficult behaviors. Each series is delivered over 15 weeks.

We also delivered a number of workshops for support parents and out of care, safe baby training, and ongoing cultural training led by one of our Elders and a support parent. Topics covered included the seven sacred teachings, medicine walks, dream catchers making and drum making.



Caseloads - 2023-24

Community	Year	SR	Incident	FS	CS	OOC-CS	EFP	YSR	PMA	Total
Athelets	2023-24	0	2	2	0	0	0	1	0	7
Chowéthel	2023-24	17	20	14	10	0	4	1	5	73
Xwchíyò:m	2023-24	5	13	11	14	0	1	0	3	47
Leq'a:mel	2023-24	14	25	15	7	0	4	0	0	65
Máthexwi	2023-24	5	17	5	4	0	3	0	2	36
Pópkw'em	2023-24	0	0	0	0	0	0	0	0	0
Shxwhay Village	2023-24	3	11	3	4	1	0	1	3	26
Shxw'ówhámél	2023-24	2	3	3	4	0	2	0	0	14
Sq'ewá:lxw	2023-24	0	0	0	0	0	0	0	0	0
Sq'ewqeyl	2023-24	6	9	2	2	0	2	1	1	23

SR Voluntary Service Request
 Incident (FDR/INV) Incident
 FS (Voluntary) Family Services
 CS In Care
 OOC-CS Out of Care Child Services
 EFP Extended Family Plan
 YSR Youth Service Requests (includes YAG)
 PMA Post Majority Agreements
 Note: Caseload counts reflect every file associated to each community, but could not be tailored at this time as to who is residing on reserve

Caseloads - 2023-24

First Nation	Year	SR	Incident	FS	In Care	OOC-CS	EFP	YSR	PMA	Total
Sqwá	2023-24	9	22	18	24	2	1	1	4	81
Th'ewá:li	2023-24	4	9	7	1	0	3	1	5	30
Sxwoyehà:là	2023-24	1	6	3	3	0	0	0	1	14
Semá:th	2023-24	5	10	5	6	0	2	1	2	31
Ch'iyáqtel	2023-24	12	19	2	2	1	0	0	0	36
Yeqwyeqwi:ws	2023-24	3	1	1	0	0	0	0	0	5
Xwoxwelá:lhp	2023-24	3	7	2	2	0	0	0	0	14
Total Files	2023-24	89	174	93	83	4	23	7	26	499

Off Reserve Files

Year	FS	FDR	SR	In Care	OOC-CS	YAG	EFP	Youth Support Services	New Post Majority Agreements	Total
2023-24	387	1108	660	279	88	40	69	3	132	2766

Looking Ahead

Our goals for 2024 - 2025 are:

Board Governance Goals

Goal #1: Continue to practice good governance.

Goal #2: Maintain accountability of the ELT through building relationships and collaboration.

Goal #3: Strengthen Board visibility and relations throughout Xyólheméylh and communities.

Operational Goals

Goal #1: Support closing the socio-economic gap for Indigenous communities and families.

Goal #2: Ensure adequate, feasible and long-term organizational facilities.

Goal #3: Ensure agency practice adheres to standards and exceeds community needs

Goal #4: Ensure a culturally aware workplace

Goal #5: Cultivate an organizational framework that is supported and sustainable





Fraser Valley Aboriginal Children & Family Services Society
Head Office: Bld. 7, 7201 Vedder Road
Chilliwack, BC V2R 4G5

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