

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

ESTIMATES BINDER
2022

Minister Dean



Ministry of
Children and Family
Development

March 2022

MCFD 2021 ESTIMATES

Table of Contents

| MANDATE AND SERVICE PLAN | |
|--|------|
| Minister/MoS Mandate Letter/Strategic Framework/Service Plan | 1.1 |
| Service Plan Performance Measures | 1.2 |
| Performance Management | 1.3 |
| BUDGET AND HUMAN RESOURCES | |
| 2021/22 Operating Budget Appendix A: MCFD Estimates and Supplementals Appendix B: MCFD Material Assumptions Appendix C: Budget Highlights Appendix D: Resource Summary | 2.1 |
| Ministry Frontline Recruitment | 2.2 |
| Workforce Summary | 2.3 |
| MCFD Contracting | 2.4 |
| CHILD SAFETY, FAMILY SUPPORT (INCLUDING OUT OF CARE) & ADOPTION | |
| Permanency for Children in Care Statistics | 3.1 |
| Out of Care Overview | 3.2 |
| Registration of MCFD Staff in College of Social Workers | 3.3 |
| Overview of Delegated Aboriginal Agencies | 3.4 |
| Overview of Quality Assurance Programs | 3.5 |
| Overview of Foster Homes | 3.6 |
| Overview of Family Preservation | 3.7 |
| Overview of Managing Performance and Delegation for Child Protection Workers | 3.8 |
| Overview of CRA | 3.9 |
| Adoption Regulatory Review | 3.10 |
| CYMH / CYSN | |
| Overview of CYMH | 4.1 |
| CYMH-Services | 4.2 |
| CYSN Service Framework | 4.3 |

MCFD 2021 ESTIMATES
Table of Contents

| YOUTH SERVICES (AYA) | |
|---|-----|
| Overview of Post Majority Supports | 6.1 |
| Youth Transitions Service Framework | 6.2 |
| INDIGENOUS JURISDICTION AND RECONCILIATION | |
| Overview of First Nations Jurisdiction | 8.1 |
| Métis Working Table and Métis Joint Commitment | 8.2 |
| Tripartite Working Group | 8.3 |
| Federal Legislation | 8.4 |
| Improving Services for Indigenous Children and Families | 8.5 |
| Declaration Act Action Plan | 8.6 |
| Coordination Agreements under the Federal Act | 8.7 |
| COVID-19 UPDATES | |
| Youth and Young Adults | 9.1 |
| Child and Youth Mental Health | 9.2 |
| Youth Custody Services | 9.3 |
| CYSN Interim Measures | 9.4 |
| Youth Pandemic Supports (Good News Story) | 9.5 |

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
STRATEGIC INTEGRATION, POLICY AND LEGISLATION DIVISION
ESTIMATES CORPORATE BRIEFING NOTE 2022/23**

ISSUE: MINISTER'S MANDATE LETTER / STRATEGIC FRAMEWORK / SERVICE PLAN

KEY MESSAGES:

- Since 2019, our Service Plan and Strategic Framework have signaled a shift in MCFD's approach – away from reactive and 'symptomatic' responses...
- ...and towards a systemic and transformative approach, focusing holistically on what is needed to meet the needs of the children, youth and families we serve.
- Our Service Plan reflects the items identified in my mandate letter and focuses on four areas: Reconciliation with Indigenous Families and Communities; Prevention, Early Intervention and Family Preservation; Youth and Young Adult Transitions; and the Network of Care.
- I am honoured to have had a role in advancing this work, and I look forward to continuing this journey to support B.C.'s children, youth, families and communities.
- We are continuing to work with Indigenous Peoples (alongside representatives from the federal government) regarding systemic transformation, including implementing increased decision-making authority and child and family services jurisdiction.
 - Co-developing (with Indigenous Peoples, leadership, service providers and partners) reform of the *Child, Family and Community Service Act*.
 - Co-developing (with Canada and Indigenous Peoples) a B.C.-specific fiscal framework to support Indigenous jurisdiction over child and family services.
 - Co-developing (with Indigenous Peoples, leadership, service providers and partners) a cross-jurisdictional model for how to integrate and deliver child and family services through multiple jurisdictions.
- We are building on the measures we implemented during the pandemic to **support youth and young adult transitioning** to adulthood and adult services, such as ensuring that youth in care set to transition to adulthood could stay in their homes and continue to receive the supports they count on.
 - We have now received an enhanced mandate to serve young adults after they turn 19, until their 27th birthday.
 - Beginning April 1, 2022, we will be introducing new youth transition supports and services in a phased approach, over the next three years.

- We will start immediately by making the COVID-19 emergency measures – including improvements to Agreements with Young Adults (AYA) Temporary Housing Agreements (THAs) and Temporary Support Agreements (TSAs) – permanent. This will help ensure youth and young adults continue to be set up for success as they transition to adulthood.
- Effective April 2, 2022, the **delivery of child care** moves to the Ministry of Education, fulfilling a mandate letter commitment to integrate child care into the broader learning environment by 2023.
- We are supporting improved outcomes and keeping families safely together by strengthening supports and prioritizing resources for families and children based on their needs, including:
 - Advancing our work to implement family connections centres in the Northwest and Central Okanagan to support an overall transformation of services for **children and youth with support needs** and provide families in those areas with accessible and inclusive services based on individual needs.
 - In line with B.C.'s A Pathway to Hope roadmap, continuing to implement the following **child and youth mental health services** and supports, including: Integrated Child and Youth Teams; Step Up Step Down Outreach Services; Step Up Step Down Bed-based Services; and a digital solution to support service delivery.
- In collaboration with our partners, advancing work to implement an integrated network of care via a responsive network of Specialized Homes and Support Services for children and youth needing more than what community-based and outreach services can provide – starting with early implementation in North Fraser and the Okanagan.

CROSS-REFERENCE: N/A

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
STRATEGIC INTEGRATION, POLICY AND LEGISLATION DIVISION
ESTIMATES CORPORATE BRIEFING NOTE 2022/23

ISSUE: SERVICE PLAN PERFORMANCE MEASURES

KEY MESSAGES:

- Every child and youth deserves to have the support they need to live safe and healthy lives and reach their goals.
- The Ministry of Children and Family Development's Service Plan outlines key performance measures to help ensure that children and youth can access the services they need, at the right time and in the right way, to set them on the path to success.

BACKGROUND:

- Carried forward five of the six performance measures from the 2021/22 Service Plan.
- **Child care measure removed:** The performance measure "average monthly number of funded licensed child care spaces in operation" has been moved to the Ministry of Education's Service Plan.
- **CYMH measure added:** Added the performance measure "Access to CYMH Services" (PM 2.2) to highlight the importance of mental health services and improved outcomes for children and youth, as well as showcase ministry services outside of child protection.
- **Agreements with Young Adults forecast and targets lowered:** The forecast and targets for the Agreements with Young Adults performance measure (PM 3.1b) have been lowered; youth aging into adulthood have increasingly been supported through alternative funding measures implemented during the pandemic, such as Temporary Housing Agreements and Temporary Support Agreements.
- **Removed performance measure baselines:** At the direction of the Ministry of Finance, the ministry removed the baselines for all six performance measures; baselines are only to be included to show (recent) progress from a significant

change or a new policy. The performance measures in the MCFD Service Plan have been used for many years, so no baseline is deemed necessary.

- All these measures are publicly available on MCFD's Public Reporting Portal.

CROSS-REFERENCE:

- **Note 1.1** – Minister/MoS Mandate Letter/Strategic Framework/Service Plan

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
FINANCE AND CORPORATE SERVICES
ESTIMATES CORPORATE BRIEFING NOTE 2022/23**

ISSUE: Performance Management & Public Reporting

KEY MESSAGES:

- The ministry is committed to improving its supports and services to make life better for children, youth and families.
- Through a public online reporting portal, MCFD proactively reports select caseload data, performance indicators and information on how the Ministry is organized, including workforce information and contracted and total expenditures.
- Performance is monitored using trends in 34 indicators across all six service lines.
- The last update to the portal included caseload data as of March 2021, and performance indicators, expenditure, and other administrative information for fiscal year 2020/21. These reflect the first year of the COVID-19 pandemic.
- Performance trends for 2020/21 (currently on the portal) are:
 - Improving in 13 indicators, including family preservation, placement stability and recurrence of maltreatment
 - Unchanged in 9 indicators, including the rate of CYIC who exited to permanency and the per cent of children placed in adoption homes
 - Slightly lower in 9 indicators:
 - Residential Costs per CYIC, with and without Support Needs
 - Time to Receiving First Child and Youth Mental Health Services
 - Time Taken for CYIC to go from Permanent Status to Adoption Placement
 - CYIC Who Finish School with a High School Credential, CYIC and YAG
 - Foundation Skills Assessment (Grades 4 and 7), Writing
 - Young Adults Transitioning Out of a Continuing Custody Order (CCO) or Youth Agreement (YA) that Receive Financial

Assistance through the Agreements with Young Adults (AYA) Program

- Clients Receiving a First Custody Sentence Services That Did Not Commit a New Offence
- The three child care measures cannot be calculated for 2020/21, since due to the pandemic, program information used in the calculation of these measures was not available for large portions of 2020/21. They will be available again for 2021/22.
- Reporting on the portal will be updated this spring (monthly caseload reporting to March 2022, annual caseload reporting to fiscal year 2021/22), and Fall (performance measures and expenditure and other administrative information to fiscal year 2021/22).
- Since 2012, MCFD has publicly reported on performance through the Performance Management Report. Now it is reporting through an online portal (released in February 2018, last updated in March 2022).
- Public reporting is an essential part of the ministry's commitment to transparency and accountability and helps to foster public confidence in the ministry.
- B.C. compares favourably to other jurisdictions on public reporting on the Child Welfare System.
- B.C.'s reporting is broader and more detailed than any other Canadian jurisdiction. Most provinces publicly report on child protection, but far less extensively than B.C.

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
FINANCE & CORPORATE SERVICES DIVISION
ESTIMATES CORPORATE BRIEFING NOTE 2022/23**

ISSUE: 2022/23 Operating Budget

KEY MESSAGES:

- The ministry's budget for fiscal 2022/23 is \$1.742 billion, increasing by \$80.637 million over the fiscal 2021/22 restated budget.
- The ministry's budget for fiscal 2021/22 was restated to account for transfers of the Child Care and Integrated Child and Youth teams programs to the Ministry of Education and Ministry of Health, respectively.
- 90% of MCFD's budget goes to support clients and communities with over \$1.564 billion directly invested in programs and services.

BACKGROUND:

Core Business Changes

| Core Business (\$ millions) | 2021/22 | | FY22 | | 2022/23 |
|--|------------------|------------------|------------------|---------------|------------------|
| | Estimates | Change | Restated | Change | Estimates |
| Early Childhood Development and Child Care Services | 774.342 | (734.086) | 40.256 | - | 40.256 |
| Services for Children & Youth with Special Needs | 440.635 | 0.456 | 441.091 | 39.290 | 480.381 |
| Child & Youth Mental Health Services | 134.294 | (17.886) | 116.408 | 3.063 | 119.471 |
| Child Safety, Family Support & Children In Care Services | 780.868 | 26.711 | 807.579 | 28.202 | 835.781 |
| Adoption Services | 35.238 | 0.591 | 35.829 | 0.622 | 36.451 |
| Youth Justice Services | 50.359 | 0.961 | 51.320 | - | 51.320 |
| Service Delivery Support | 157.478 | (5.283) | 152.195 | 9.231 | 161.426 |
| Executive & Support Services | 19.541 | (2.811) | 16.730 | 0.229 | 16.959 |
| Total Ministry | 2,392.755 | (731.347) | 1,661.408 | 80.637 | 1,742.045 |

Operating Budget – What changed?

The Ministry has restated the budget because of the following changes:

- (\$712.796M) transfer of Child Care Programs and related corporate support to the Ministry of Education (EDUC)
- (\$17.642M) transfer of the Pathway to Hope – Integrated Child and Youth Teams program to the Ministry of Health (HLTH)
- (\$0.276M) transfer of the Pathway to Hope Provincial Support Office to the Ministry of Mental Health and Addictions (MMHA)

- (\$0.633M) transfer of Information Management resources to MCFD's Information Services Division which resides within the Ministry of Social Development and Poverty Reduction (SDPR).

2022/23 Estimates

The MCFD operating budget for 2022/23 has increased by \$80.6M over the restated 2021/22 budget. This is an 4.9% net increase over 2021/22 (restated budget), and provides for the following increases:

- \$39.0 for caseload pressures including:
 - \$16.2M - Children and Youth in Care (including DAAs)
 - \$5.8M – Alternates to Care
 - \$9.6M – Autism (which is a \$17.558M increase over the 20/21 fiscal plan)
 - \$1.2M - Medical Benefits (which is a \$1.861 increase over the 20/21 fiscal plan)
 - \$6.2M – Caseload Salaries pressures
- \$33.2M for the CYSN Framework including:
 - \$24.6M – Family Service Centre program implementation and increases
 - \$8.6M – Modernize medical benefits
- \$4.6M - Youth transitioning to adulthood
- \$2.7M – CYMH Pathway to Hope Early Childhood Development Centre expansion
- \$0.6M - wage increases under the Sustainable Services Negotiating Mandate (SSNM) for PSA nurses
- \$0.4M – Legal Services increases
- \$0.1M – other minor adjustments

Beyond 2022/23

Further budget changes for subsequent years are outlined as follows:

- CYSN Framework funding: an additional \$6.0M in 2023/24 and \$2.2M in 2024/25 to support early implementation of the framework and modernizing the medical benefits program
- Youth transitioning into adulthood: an additional \$5.4M in 2023/24 and \$9.8M 2024/25 to support a holistic approach which includes: housing, income, life skills and training, health and wellness and navigation supports
- CYMH 'Pathways to Hope': an additional \$2.7M in 23/24 to continue expansion of the Early Child Development Centers across the province

- Executive & Support Services: \$0.02M in 23/24 increase to the Minister's Office

STOB Changes:

| Major STOB Groupings (\$ millions) | 2021/22 | | FY22 | | 2022/23 |
|------------------------------------|------------------|------------------|------------------|---------------|------------------|
| | Estimates | Change | Restated | Change | Estimates |
| Salaries and Benefits | 432.231 | (25.145) | 407.086 | 13.094 | 420.180 |
| Operating Costs | 61.970 | (2.827) | 59.143 | 7.554 | 66.697 |
| Government Transfers | 2,009.920 | (737.408) | 1,272.512 | 83.761 | 1,356.273 |
| Other Expenses | 34.009 | (6.968) | 27.041 | 2.939 | 29.980 |
| Recoveries | (9.434) | - | (9.434) | (36.710) | (46.144) |
| Recoveries External | (135.941) | 41.001 | (94.940) | 9.999 | (84.941) |
| Grand Total | 2,392.755 | (731.347) | 1,661.408 | 80.637 | 1,742.045 |

- Salaries and Benefits increase due to funding for childcare, CYMH Pathways to Hope initiative, caseload salaries pressure, Youth Transitioning to Adulthood navigation supports, CYSN Framework early implementation site resources, and Minister Office.
- Operating and Other Expenses increase due CYMH Pathways to Hope initiative, Youth Transitioning to Adulthood initiative, and CYSN Framework early implementation site, and Legal Services.
- Government transfers increase due to caseload, Pathways to Hope initiative, Youth Transitioning to Adulthood initiative, and CYSN Framework early implementation site, and Sustainable Service Negotiating Mandate (SSNM) for nurses.
- Recoveries and Recoveries External adjustments reflect the move of the Early Learning and Child Care Federal Agreement to EDUC with Child Care programs and an increase to Supported Child Development recoveries.

2022/23 Capital Budget Changes:

Capital Budget:

| Asset Category (\$ millions) | 2021/22 | | FY22 | | 2022/23 |
|--------------------------------|--------------|----------|--------------|--------------|--------------|
| | Estimates | Change | Restated | Change | Estimates |
| Specialized Equipment | 0.202 | - | 0.202 | - | 0.202 |
| Office Furniture and Equipment | 0.028 | - | 0.028 | - | 0.028 |
| Vehicles | 0.297 | - | 0.297 | 0.473 | 0.770 |
| Grand Total | 0.527 | - | 0.527 | 0.473 | 1.000 |

- Vehicle capital is allocated to MCFD based on government's vehicle replacement strategy. The 2022/23 strategy has resulted in a \$0.5M increase to the MCFD allocation.

Attachments:

Appendix A – MCFD Estimates and Supplements to the Estimates

Appendix B – MCFD Material Assumptions

Appendix C – Resource Summary

Appendix D – Resource Summary Comparison by Core Business

Appendix A – MCFD Estimates and Supplements to the Estimates

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

The mission of the Ministry of Children and Family Development is to work together to deliver inclusive, culturally respectful, responsive, and accessible services to support the well-being of children, youth, and families.

MINISTRY SUMMARY

(\$000)

| | Estimates 2021/22 ¹ | Estimates 2022/23 |
|---|-----------------------------------|----------------------|
| VOTED APPROPRIATION | | |
| Vote 20 — Ministry Operations..... | 1,661,408 | 1,742,045 |
| OPERATING EXPENSES | 1,661,408 | 1,742,045 |
| CAPITAL EXPENDITURES ² | 527 | 1,000 |
| LOANS, INVESTMENTS AND OTHER REQUIREMENTS ³ | (31) | (31) |
| REVENUE COLLECTED FOR, AND TRANSFERRED TO, OTHER ENTITIES ⁴ | — | — |

NOTES

¹ For comparative purposes, figures shown for the 2021/22 operating expenses; capital expenditures; loans, investments and other requirements; and revenue collected for, and transferred to, other entities are restated to be consistent with the presentation of the 2022/23 Estimates. A reconciliation of restated operating expenses and capital expenditures is presented in Schedule A.

² A listing of estimated capital expenditures by ministry is presented in Schedule C.

³ A summary of loans, investments and other requirements by ministry is presented in Schedule D.

⁴ A summary of revenue collected for, and transferred to, other entities by ministry is presented in Schedule E.

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
(\$000)

VOTE 20 Ministry Operations

| Description | Total 2021/22 Operating Expenses | 50 | 51 | 52 | 54 | Total Salaries and Benefits | 55 | 57 | 59 | 60 | 63 | 65 | 67 | 68 | 69 |
|--|---|----------------|--------------|---------------|-----------|-----------------------------------|----------|--------------|---------------|--------------|--------------|--------------|------------|-----------|--------------|
| Early Childhood Development | 40,256 | 592 | 11 | 150 | — | 753 | — | 70 | — | 112 | — | — | — | — | — |
| Services for Children and Youth with Support Needs | 441,091 | 15,481 | 132 | 3,932 | — | 19,545 | — | 265 | — | — | 670 | 120 | — | — | 83 |
| Child and Youth Mental Health Services | 116,408 | 55,429 | 1,008 | 14,150 | — | 70,587 | — | 756 | — | 437 | 222 | 627 | — | — | 357 |
| Child Safety, Family Support and Children in Care Services | 807,579 | 131,815 | 3,384 | 33,523 | — | 168,722 | — | 2,880 | 21,616 | 246 | 1,209 | 863 | 500 | 22 | 84 |
| Adoption Services | 35,829 | 7,204 | 23 | 1,837 | — | 9,064 | — | 49 | — | — | — | 7 | — | — | — |
| Youth Justice Services | 51,320 | 29,920 | 876 | 7,374 | — | 37,270 | — | 285 | — | 27 | — | 112 | — | — | 831 |
| Service Delivery Support | 152,195 | 78,180 | 864 | 20,237 | — | 99,281 | — | 3,757 | 4,600 | 6,523 | 5,703 | 6,028 | — | — | — |
| Executive and Support Services | 16,730 | 11,850 | 12 | 3,040 | 56 | 14,958 | — | 410 | 2 | — | 9 | 1,172 | — | — | — |
| Minister's Office | 669 | 397 | — | 123 | 56 | 576 | — | 80 | — | — | 7 | 14 | — | — | — |
| Corporate Services | 16,061 | 11,453 | 12 | 2,917 | — | 14,382 | — | 330 | 2 | — | 2 | 1,158 | — | — | — |
| Total | 1,661,408 | 329,574 | 6,310 | 84,243 | 56 | 420,180 | — | 8,472 | 26,218 | 7,345 | 7,813 | 8,929 | 500 | 22 | 1,355 |

Appendix B – MCFD Material Assumptions

MATERIAL ASSUMPTIONS for Fiscal Plan *Budget 2022*

| Ministry Programs and Assumptions (\$ millions unless otherwise specified) | Updated Forecast 2021/22 | Budget Estimate 2022/23 | Plan 2023/24 | Plan 2024/25 | Sensitivities |
|---|-----------------------------|----------------------------|-----------------|-----------------|---|
| Children and Family Development | 1,661 | 1,742 | 1,756 | 1,768 | |
| Average children-in-care caseload (#) | 5,109 | 4,843 | 4,679 | 4,594 | The average number of children-in-care is decreasing as a result of ministry efforts to keep children in family settings where safe and feasible. The average cost per child in care is projected to increase based on the higher cost of specialized homes and support services (SHSS) and an increasing acuity of need for children in care. A 1% increase in the cost per case or a 1% increase in the average caseload will affect expenditures by \$2.5 million (excluding Delegated Aboriginal Agencies). |
| Average annual residential cost per child in care (\$) | 94,565 | 105,444 | 116,938 | 129,049 | |

Appendix C – Resource Summary**Financial Summary**

| Core Business Area | 2021/22 Restated Estimates¹ | 2022/23 Estimates | 2023/24 Plan | 2024/25 Plan |
|---|---|--------------------------|---------------------|---------------------|
| Operating Expenses (\$000) | | | | |
| Early Childhood Development | 40,256 | 40,256 | 40,256 | 40,256 |
| Services for Children & Youth with Support Needs | 441,091 | 480,381 | 486,404 | 488,582 |
| Child & Youth Mental Health Services | 116,408 | 119,471 | 122,197 | 122,197 |
| Child Safety, Family Support & Children In Care Services | 807,579 | 835,781 | 841,170 | 851,015 |
| Adoption Services | 35,829 | 36,451 | 36,451 | 36,451 |
| Youth Justice Services | 51,320 | 51,320 | 51,320 | 51,320 |
| Service Delivery Support | 152,195 | 161,426 | 161,426 | 161,426 |
| Executive & Support Services | 16,730 | 16,959 | 16,967 | 16,967 |
| Total | 1,661,408 | 1,742,045 | 1,756,191 | 1,768,214 |
| Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000) | | | | |
| Service Delivery Support (Specialized Equipment & Fleet Vehicles) | 527 | 1,000 | 884 | 884 |
| Total | 527 | 1,000 | 884 | 884 |
| Other Financing Transactions (\$000) | | | | |
| Executive & Support Services (Human Services Providers Financing Program) | | | | |
| Receipts | (31) | (31) | (31) | (31) |
| Disbursements | 0 | 0 | 0 | 0 |
| Net Cash Requirements (Source) | (31) | (31) | (31) | (31) |
| Total Receipts | (31) | (31) | (31) | (31) |
| Total Disbursements | 0 | 0 | 0 | 0 |
| Total Net Cash Requirements (Source) | (31) | (31) | (31) | (31) |

¹ For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

Appendix D – Resource Summary Comparison by Core Business

Ministry of Children & Family Development

RESOURCE SUMMARY COMPARISON- DETAILED CHANGES BY CORE BUSINESS

2022/23 to 2024/25

(\$000s)

| Core Business Areas | 2020/21 Restated | 2021/22 Estimates | 2022/23 Plan | 2023/24 Plan | 2024/25 Plan |
|--|---------------------|----------------------|------------------|------------------|------------------|
| Early Childhood Development & Child Care Services | 712,679 | 774,342 | 813,961 | 814,907 | 814,907 |
| Services for Children & Youth with Special Needs | 410,091 | 440,635 | 432,035 | 432,035 | 432,035 |
| Child & Youth Mental Health Services | 110,613 | 134,294 | 137,020 | 139,746 | 139,746 |
| Child Safety, Family Support & Children in Care Services | 731,874 | 780,868 | 780,868 | 780,868 | 780,868 |
| Adoption Services | 34,888 | 35,238 | 35,238 | 35,238 | 35,238 |
| Youth Justice Services | 48,147 | 50,359 | 50,359 | 50,359 | 50,359 |
| Service Delivery Support | 156,032 | 157,478 | 157,478 | 157,478 | 157,478 |
| Executive & Support Services | 19,032 | 19,541 | 19,778 | 19,794 | 19,794 |
| MINISTRY TOTAL | 2,223,356 | 2,392,755 | 2,426,737 | 2,430,425 | 2,430,425 |

Change - including Decisions for Budget 2022 by Core Business:

| | | | | | |
|--|--|-----------------|-----------------|-----------------|-----------------|
| Early Childhood Development & Child Care Services | | -734,086 | -773,705 | -774,651 | -774,651 |
| Services for Children & Youth with Special Needs | | 456 | 48,346 | 54,369 | 56,547 |
| Child & Youth Mental Health Services | | -17,886 | -17,549 | -17,549 | -17,549 |
| Child Safety, Family Support & Children in Care Services | | 26,711 | 54,913 | 60,302 | 70,147 |
| Adoption Services | | 591 | 1,213 | 1,213 | 1,213 |
| Youth Justice Services | | 961 | 961 | 961 | 961 |
| Service Delivery Support | | -5,283 | 3,948 | 3,948 | 3,948 |
| Executive & Support Services | | -2,811 | -2,819 | -2,827 | -2,827 |
| MINISTRY TOTAL | | -731,347 | -684,692 | -674,234 | -662,211 |

Resource Summary as of Budget 2022 :

| Core Business Areas | 2021/22 Estimates | 2022/23 Plan | 2023/24 Plan | 2024/25 Plan |
|--|----------------------|------------------|------------------|------------------|
| Early Childhood Development & Child Care Services | 40,256 | 40,256 | 40,256 | 40,256 |
| Services for Children & Youth with Special Needs | 441,091 | 480,381 | 486,404 | 488,582 |
| Child & Youth Mental Health Services | 116,408 | 119,471 | 122,197 | 122,197 |
| Child Safety, Family Support & Children in Care Services | 807,579 | 835,781 | 841,170 | 851,015 |
| Adoption Services | 35,829 | 36,451 | 36,451 | 36,451 |
| Youth Justice Services | 51,320 | 51,320 | 51,320 | 51,320 |
| Service Delivery Support | 152,195 | 161,426 | 161,426 | 161,426 |
| Executive & Support Services | 16,730 | 16,959 | 16,967 | 16,967 |
| MINISTRY TOTAL | 1,661,408 | 1,742,045 | 1,756,191 | 1,768,214 |

80,637

14,146

12,023

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
FINANCE AND CORPORATE SERVICES
ESTIMATES CORPORATE BRIEFING NOTE 2022/23**

ISSUE: Ministry Recruitment

KEY MESSAGES:

- Front-line ministry workers have some of the hardest jobs in B.C. — that’s why we’re making improvements to help them provide vulnerable families with the quality services and supports they need and deserve.
- We’ve increased net¹ front-line hires in the past three years (since 2017/18) even as the number of children and youth in care has decreased to the lowest number in 20 years.
- We are aligning our ways of working with the Aboriginal Policy and Practice Framework, and transforming services and programs so children and youth can remain safely at home, connected to their communities, culture and language.
- In partnership with the BC Public Service Agency, the Ministry has initiated a formal Recruitment and Retention Strategy to increase retention and recruitment rates.
- In February 2019, the Ministry broadened the acceptable education and experience requirements for front-line positions requiring delegation under child welfare legislation in an attempt to recruit more staff.
- Since April 2017, select front-line workers in hard-to-recruit areas of B.C. received incentives through an agreement with BCGEU.
- In 2021, more employees were eligible to receive the incentive than in 2020.

¹ net refers to the difference between total hires and total exits. The types of hires of social workers include child protection, guardianship, and child protection with other specialties.

Contact: Rob Byers, Assistant Deputy Minister and Executive Financial Officer, Finance and Corporate Services Division
Cell phone: 778 698-3813
Date: February 7, 2022

- Through another BCGEU agreement, some social workers work 7 days on and 7 days off as they travel to provide support in remote and rural areas that have recruitment challenges and we're working with the BCGEU to increase the number who can do this.
- This was one more recruitment and retention tool specifically meant to attract employees to occupations with skill shortages.
- We will continue to work to support our front-line ministry workers and the children, youth and families they serve.

BACKGROUND:

- MCFD has seven divisions, with the majority of employees working in the Service Delivery Division.
- The Ministry continues to support indigenous recruitment.
- The Ministry continues to be committed to recruiting priority front-line positions.
- A two-grid Temporary Market Adjustment (TMA) was negotiated in the last round of bargaining for Child Protection Workers as a tool for recruitment and retention. The second one-grid increase took effect on April 1, 2021.
- Social Program Officers (SPO) who are in the growth series also received a one-grid increase for each level, effective April 1, 2021.
- In response to recruitment and retention challenges, MCFD broadened the educational requirements for hiring new delegated (under the Child, Family and Community Service Act) SPO 24-30 positions in 2019.
 - A Social Work or Child and Youth Care degree is preferred but, an equivalent combination of education and experience may be considered.
- To further support recruitment and retention, particularly in hard-to-recruit communities, a Recruitment and Retention Incentive Program was created:

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 Date: February 7, 2022

- Eligible SPO positions in hard-to-recruit areas of B.C. receive an annual incentive payment based on a Memorandum of Agreement between the BC Government and the BCGEU.
- The retention incentive payments were administered in April 2021.
- The next round of incentive payments will be administered April 2022.
- The centralized hiring approach for Child Protection Workers is proving effective in reducing the hiring resource impact to front-line supervisors and streamlining the application process for applicants.
- The Provincial Mobile Response Team continues to provide staffing support for hard-to-recruit communities.
- MCFD also continues to hire travelling Child Protection Workers. They work a schedule of 7 days on, 7 days off and serve the communities of Ashcroft, Dease Lake, Lillooet, Fort Nelson, Bella Coola, Fort St. James, McBride, Smithers/Hazelton, Terrace/Kitimat and Williams Lake as outlined in a Memorandum of Understanding.
- Tools to support cultural safety, Indigenous recruitment, and cultural competency assessment in the recruitment process have been developed.

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
FINANCE AND CORPORATE SERVICES
ESTIMATES CORPORATE BRIEFING NOTE 2022/23

ISSUE: Ministry Workforce Summary

KEY MESSAGES:

- Front-line ministry workers have some of the hardest jobs in B.C. — that’s why we’re making improvements to help them provide vulnerable families with the quality services and supports they need and deserve.
- We’ve hired more Indigenous employees and we’ve developed new Indigenous cultural competency tools like the Indigenous Recruitment & Retention Guide to educate staff on cultural awareness, competence, and safety in hiring practices.
- The number of Indigenous employees (self-disclosed) has jumped to approximately 300, up from 205 from a few years ago.
- We are also developing new training on gender identity and sexual orientation, using our recruitment strategy to boost diversity and address complex staffing needs.

BACKGROUND:

- MCFD has seven divisions, with the majority of employees working in Service Delivery.
- Most MCFD employees are regular status.
- Most MCFD employees are unionized employees.
- MCFD has developed several plans, strategies and frameworks to support the development and review of its workforce on an ongoing basis.
- MCFD’s largest occupational group is comprised of front-line professionals (i.e., social workers, clinicians, nurses) in Health, Education and Social Work; the remaining staff complement is made up of excluded management, administration, corrections, and other corporate positions.

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Date: February 7, 2022

Page 1 of 2

- The most current diversity data, from the 2020 Work Environment Survey (WES), shows the ethnicity most self-declared was “White” followed by “Another Ethnicity” (e.g., Arab, Black, Iranian, Latin American, West Asian).
- The region with the highest number of employees is the Lower Mainland (Vancouver and Fraser Valley) and next highest is the Capital Region (Greater Victoria).
- The front-line Correctional Services, Licensed Psychologists, Nurses, Office Assistants and Social Program Officers roles have a significant number of employees who are currently eligible to retire with an unreduced pension.
- MCFD published the People and Culture Plan in August 2021.
- MCFD developed an Indigenous Recruitment and Cultural Safety Strategic Framework and an Anti-Racism and Debiasing the Workplace Strategy.
- Indigenous Identities, Cultures and Rights Learning Landscape was launched.
- The Advisory Committee for the Anti-Racism and Debiasing the Workplace Strategy was created, inviting in Indigenous, Black, People of Colour and People cultured as White to provide strategic input into the design and development of engagement processes, tools, resources and learning experiences.

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 Date: February 7, 2022

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
FINANCE AND CORPORATE SERVICES
ESTIMATES CORPORATE BRIEFING NOTE 2022/23**

ISSUE: MCFD Contracting (FCS)

KEY MESSAGES:

Negotiated Mandate (Compensation):

- The Sustainable Services Negotiating Mandate (SSNM) will end on March 31, 2022.
- Bargaining for a new mandate is underway.
- The new mandate will be determined through negotiations between the Province of British Columbia, through the Public Sector Employers' Council (PSEC) and the respective bargaining unions.
- The Ministry of Children and Family Development (MCFD) is not directly involved in bargaining.
- To ensure there is no disruption in service, MCFD will renew contracts expiring March 31, 2022 at existing rates.
- Once bargaining is complete and union agreements have been ratified, MCFD will issue contract modifications to align with the new mandate.

Recruitment & Retention (RR) Funding:

- RR funding began as part of a *Budget 2020* commitment to support recruitment and retention for community social service agencies and to support the overall and long-term strength of the sector. As part of *Budget 2021*, the funding was made ongoing.
- The Ministry receives a set amount of funding to distribute across all eligible service providers. The Ministry uses a formula to disburse RR funding based on Ministry funding for an eligible service provider as a percentage of total Ministry funding for all eligible service providers.
- RR funding is available to non-union employees in community social services agencies that are partially certified or are not members of the Community Social Services Employers' Association (CSSEA).

Contact: Rob Byers, ADM & EFO, Finance and Corporate Services Division
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Date: February 9, 2022

- For this funding, “partially certified” refers to CSSEA agencies that have non-union employees who perform equivalent job functions to their union counterparts.
- The funding can be used for training initiatives and compensation for non-union employees in eligible community social service agencies. Funding is not to be directed towards compensation for excluded management positions.

Social Services Roundtable:

- The Ministry of Social Development & Poverty Reduction (SDPR) has convened a Social Services Roundtable with umbrella organizations that represent 2,000 organizations across the province to look at how we can work better together to tackle the challenges facing the sector.
- The Ministry of Children and Family Development chairs the Social Services Roundtable Sub-Committee on Procurement, which has been established to look at strategic procurement initiatives across the sector and province, ensuring regular opportunities for collaboration to address the shared interest of the best possible outcomes for children, youth, families and communities.

BACKGROUND:

Sustainable Services Negotiating Mandate (SSNM):

- SSNM was a three-year mandate (ending March 31, 2022) that provided funding for wage increases to public-sector employers with unionized employees. The SSNM had two components: the General Wage Increase (GWI) and the Low Wage Redress (LWR).
- In addition, the Minister of Finance granted approval to provide a GWI of 2% to contracted non-union service providers and an additional 0.25% Service Improvement Allocation (SIA).

Recruitment & Retention (RR) Funding:

- Service providers who are eligible to receive RR funding in FY 2022/23 will receive a contract modification, by the Spring of 2022, that includes a lump sum payment for recruitment and retention once the funding allocation is determined. We will continue to review this timeline, in light of ongoing contract negotiations, to ensure that the number of contract modifications and consequent administrative impacts on agencies are minimized.

Contact: Rob Byers, ADM & EFO, Finance and Corporate Services Division
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 Date: February 9, 2022

- In FY 2020/21, service agencies were allowed to retain unspent RR funding due to delayed timing of disbursements.
- For FY 2021/22, Ministries were advised (December 2021) that the Ministry would recover unspent funding to align with fiscal policy and ensure consistent treatment with all other contract funding.

Contact: Rob Byers, ADM & EFO, Finance and Corporate Services Division
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Date: February 9, 2022

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
OFFICE OF THE PROVINCIAL DIRECTOR AND ABORIGINAL SERVICES
ESTIMATES CORPORATE BRIEFING NOTE 2022/23**

ISSUE: Overview of Permanency

KEY MESSAGES:

- All children deserve to have stable, lifelong relationships and a strong sense of belonging.
- Permanency refers to a child or youth having attachments and connections to parents, siblings, families, communities and culture so children and youth develop into healthy, secure adults.
- Children and youth have better long-term outcomes when they remain with their families and communities.
- That's why keeping children and youth connected to their families, cultures and communities is always the ministry's first choice for permanency for any child or youth in care.
- All permanency planning for children in care must be consistent with their best interests.

BACKGROUND:

Children in Care in Continuing Custody

- A child/youth is placed in the continuing custody of the director only when there is no significant likelihood that the circumstances that led to the child's removal will improve within a reasonable time or that the parent will be able to meet the child's needs.
- A continuing custody order (CCO) means that the director is the child/youth's sole personal guardian and may consent to the child/youth's adoption.
- The permanency options once a CCO has been granted are:
 - permanent Transfer of Custody to a person other than the parent;
 - cancellation of the Continuing Custody Order with a return to parent(s) (reunification);
 - and Adoption.

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Date: January 28, 2022

- The Permanent Transfer of Custody of a child/youth can occur to an extended family member or another person through Section 54.1 of the CFCSA after a CCO is granted.
- Reunification (through the rescindment of a CCO)
 - Reunification is when a child/youth in care leaves care by returning to their parents or family of origin; this happens after an assessment confirms that the circumstances that caused the child/youth to come into care have changed and no longer pose a direct risk to the child/youth's safety and well-being.
 - When a child is under a CCO, reunification through rescindment must always be considered if the birth parent or guardian's circumstances have changed so that the child or youth could be safely returned to their care.
- Adoption
 - An adoption is only pursued after all other permanency options have been thoroughly explored.
 - For Indigenous children and youth, *An Act respecting First Nations, Inuit & Métis children, youth & families* (Federal Act) sets out national standards that must be applied in adoption and permanency planning for Indigenous children. These standards relate to:
 - placement priorities;
 - the ongoing reassessment of a placement;
 - the promotion of the child's attachment and emotional ties;
 - and giving notice before taking a significant measure.
 - A child becomes legally available for adoption after the court has granted a CCO or when the parent(s) have placed the child for adoption or consented to the child coming into care under the *Adoption Act*.

CROSS-REFERENCE: NA

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
STRATEGIC INTEGRATION, POLICY AND LEGISLATION
ESTIMATES CORPORATE BRIEFING NOTE 2022/23**

ISSUE: Out of Care Overview

KEY MESSAGES:

- The Ministry's top priority is ensuring the health and wellbeing of children and youth.
- All children and youth deserve to be supported to live healthy, happy lives and reach their goals, and to be supported to stay connected to their families, communities and cultures.
- The Ministry uses out-of-care arrangements as a key response to support children and youth who cannot live safely at home with their parents.
- Evidence shows that – where appropriate and safe – keeping families together rather than placing a child or youth into care results in better outcomes.
- Out-of-care arrangements help preserve family unity, support cultural continuity, and minimize the trauma of removal and disconnection for children, youth and their families.
- The use of out-of-care options is increasing, which is a sign of success for MCFD's early intervention, prevention and child protection systems.
- MCFD is committed to continuing to support out-of-care arrangements given the connection to *An Act respecting First Nations, Inuit and Métis children, youth and families* and MCFD's responsibility to fulfil its prevention and early intervention mandate.
- MCFD is demonstrating support for the increased use of out-of-care options by:
 - Working to expand access to services (e.g., respite and short-term stabilization) for children and youth in out-of-care arrangements as part of the Specialized Homes and Support Services transformation; and
 - Moving forward with the incremental implementation of an enhanced out-of-care system that removes barriers for care providers who are willing to care for a child or youth known to them by providing necessary wrap-around and financial supports to meet the child or youth's moderate to exceptional support needs.

BACKGROUND:

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Date: Feb 10, 2022

- Children in out-of-care arrangements are cared for by relatives or other significant adults, including those with a cultural or traditional connection to the child, without the child being in the care of MCFD or a Delegated Aboriginal Agency.
- Out-of-care arrangements are both a family preservation strategy and a child protection response.
- Out-of-care arrangements provide families in crisis with viable options to keep their children out of the child welfare system and safe in the homes of their families and communities.
- There are some continuing gaps that can present challenges for families and can result in situations where children and youth come into care – particularly those with moderate to exceptional needs – despite the fact that the child has a family that is willing to care for them:
 - Out-of-care care providers are not eligible to receive the same supports that are available to foster caregivers and staffed resources: they do not receive service payments (additional monthly funding tied to the need for higher level care), additional supplemental funds, the same level of ongoing education and support, or the same access to social workers who can help them access and coordinate supports.
 - Supports and services that are available to out-of-care providers are inconsistent and are based on legal status, which creates inequities between out-of-care statuses. These inequities may present a barrier when considering permanency. For example, those in the Extended Family Program (a temporary arrangement) receive supplemental benefits and respite care that other out-of-care types do not.
- A plan is in place for out-of-care care providers caring for children eligible for the Child Disability Benefit funding to receive this funding in addition to their current maintenance payments.
- Increasing support to out-of-care arrangements as part of the Specialized Homes and Support Services transformation will benefit children, youth, families, communities, MCFD and the province at large by:
 - Expanding access to respite and stabilization services to children and youth in out-of-care options will support successful placements and improve short- and long-term outcomes for children and youth.
 - Supporting children and youth to stay with their families and avoid less appropriate, more expensive care options will enable the ministry to reinvest those resource to better support families’ needs in the community

and keep more families strong and together through increased prevention and early intervention.

- Types of out-of-care arrangements for children and youth living outside their parental home include:
 - The Extended Family Program provides support when a parent voluntarily and temporarily gives over care of their child to another care provider (e.g., family member). Extended Family Program Agreements may be used to support customary care arrangements in Indigenous communities.
 - A temporary out-of-care order occurs when a child has been removed from their parent(s) and the court orders that the child is placed in the interim or temporary custody of a person other than their parent.
 - A permanent out-of-care order transfers custody of a child to a person other than their parent(s) when it is determined that reunification of the child with the parent(s) will not be possible.
 - The Child in the Home of a Relative program is an income-assistance based program administered by the Ministry of Social Development and Poverty Reduction that supports children to live with relatives when a parent cannot care for them. The program stopped receiving applications in 2010, although existing clients may continue to receive financial assistance if the eligibility criteria are met.
 - Youth Agreements support youth ages 16 to 18 years to live independently when all efforts to reconnect them with their parents or family have been exhausted.

CROSS-REFERENCE:

- **Note ##** – Overview of Post Majority Supports

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
STRATEGIC INTEGRATION, POLICY AND LEGISLATION
ESTIMATES CORPORATE BRIEFING NOTE 2022/23**

ISSUE: Social Work Oversight – Engagement

KEY MESSAGES:

- MCFD is committed to ensuring ethical, professional, and competent social work practice throughout B.C.
- We have listened to those calling for a review of the social work oversight model.
- That’s why we are launching a broad engagement exploring the strengths, weaknesses and impacts of the current model.
- This engagement will explore issues of equity, inclusion, anti-racism and reconciliation, and how social work oversight affects the many diverse groups who access social work services in B.C.
- We will engage with a wide range of partners and others interested in social work oversight (e.g., social work representative groups; Indigenous partners and communities; sector partners; registered and unregistered social workers; and the public).
- We know social work oversight impacts Indigenous Peoples who access social work services and those who practice social work, both in communities and in urban environments.
- With this in mind, we are committed to early, consistent, and transparent engagement with Indigenous Peoples, in alignment with section 3 of the Declaration Act and the UN Declaration on the Rights of Indigenous Peoples.
- We will engage directly with Indigenous Peoples in B.C. who wish to participate, including First Nations, Métis and Inuit organisations, individuals, and communities.
- Over the past year, MCFD staff held initial conversations with internal and external partners to discuss the engagement scope and approach.
- The engagement will build on insights gathered during those initial conversations.
- A report on what we heard will be shared at the end of the engagement.

BACKGROUND:

- As the Ministry responsible for the *Social Workers Act* (SWA), MCFD is responsible for social work oversight in B.C.
- Under the SWA, social workers must register with the B.C. College of Social Workers unless exempt under the Social Workers Regulation (SWR).
- The SWR exempts from registration social workers employed by: MCFD and Delegated Aboriginal Agencies; provincial and federal governments; municipalities, regional districts and boards of education; First Nations and others.
- The engagement will allow MCFD to:
 - Explore the current state of social work oversight, including both the strengths and challenges; and
 - Find opportunities for improvement and/or transformation.
- Engagement will include:
 - Discussions with internal partners (e.g., ministries) and external partners (e.g., public-sector employers of social workers; Indigenous partners; social work educators; social work organizations);
 - Public engagement; and
 - Written submissions (to enable broad participation from individual social workers, families, key partners, and stakeholders).

CROSS-REFERENCE: N/A

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT
OFFICE OF THE PROVINCIAL DIRECTOR AND ABORIGINAL SERVICES
ESTIMATES CORPORATE BRIEFING NOTE 2022/23**

ISSUE: Overview of Delegated Aboriginal Agencies

KEY MESSAGES:

- Delegated Aboriginal Agencies (DAAs) provide direct services under the *Child, Family and Community Service Act (CFCSA)* to Indigenous children, youth, families, and communities throughout BC.
- DAAs in BC represent approximately 118 First Nations communities, as well as Urban Indigenous and Métis communities. They currently serve 53% of the Indigenous children in care.
- The Partnership Forum meets to discuss matters related to practice, funding, legislation, programs, and policies, plus one day for the Partnership Planning Committee to inform the Partnership agenda. The Partnership Forum has a Terms of Reference, and the agenda is agreed upon by the three partners and meets quarterly for two days.
- The Partnership Forum table is made up of:
 - 24 DAA Executive Directors,
 - The Deputy Director and 1 MCFD Aboriginal Services Branch Director,
 - the ADM and 2 Directors from Partnership and Indigenous Engagement Division; and,
 - 2 Indigenous Services Canada (ISC) Managers.
- Since the early stages of the pandemic the partners met virtually and continue to meet on a monthly schedule. These calls have provided opportunities to discuss emerging issues and to ensure that communication is timely. Some of the topics during the calls included discussions about serving children, youth, and families in Indigenous communities that were closed during the pandemic. Other topics shared at the table include interim practice guidelines, temporary housing measures for young adults, changes to agreements with young adults, and connections for children, youth, families, and communities.
- Meeting regularly and in partnership has strengthened the relationship between the DAAs, ISC and MCFD.

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BACKGROUND:

- In BC, through delegation agreements, the Provincial Director of Child Welfare provides authority to DAAs to undertake administration of all or parts of the CFCSA.
- Staff in the DAAs are delegated under the CFCSA to provide direct services to Indigenous children and families in their communities.
- There are 24 DAAs in British Columbia:
 - 14 are delegated to provide full child protection services:
 - services include child protection services and the responsibility of guardianship services for children in interim, temporary, and continuing custody court-ordered care
 - 7 are delegated to provide guardianship services:
 - service is specific to the guardianship of children in continuing custody
 - 3 are delegated to provide voluntary services:
 - this includes family support services
 - voluntary care agreements
 - support needs agreements
 - establishing residential resources
- Government Financial Information
- Aboriginal Services Branch is also working with several DAAs as they have requested to expand their services to further meet the needs of Indigenous children, youth, families and communities.
- DAAs that provide services on-reserve under the CFCSA receive funding from the federal government.
- MCFD provides funding to DAAs that deliver services off-reserve.

CROSS-REFERENCE: N/A

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