



2010 / 2011 ANNUAL REPORT  
[www.SouthernNetwork.org](http://www.SouthernNetwork.org)

*"For Our Children"*



## Our Member Agencies

### Animikii Ozoson Child and Family Services (AOCFS)

- Ontario First Nations members residing in Winnipeg and other families as assigned by the Southern First Nations Network of Care.

*Note: Services for Buffalo Point First Nation are provided by AOCFS on behalf of SECFS*



### Anishinaabe Child and Family Services (ACFS)

- Dauphin River • Pinaymootang • Lake Manitoba
- Lake St. Martin • Little Saskatchewan



### Child and Family All Nations Coordinated Response Network (ANCR)

- Winnipeg • Headingley • East St. Paul • West St. Paul



### Dakota Ojibway Child and Family Services (DOCFS)

- Birdtail Sioux • Canupawakpa • Dakota Plains • Long Plain
- Roseau River • Sioux Valley • Swan Lake

*Note: Services for Dakota Plains First Nation are provided by Sandy Bay CFS on behalf of DOCFS*



### Intertribal Child and Family Services (ICFS)

- Dakota Tipi • Fisher River • Kinonjeoshtegon



### Peguis Child and Family Services (PCFS)

- Peguis



### Sagkeeng Child and Family Services (SCFS)

- Sagkeeng



### Sandy Bay Child and Family Services (SBCFS)

- Sandy Bay • Dakota Plains

*Note: SBCFS provides services to Dakota Plains First Nation on behalf of DOCFS*



### Southeast Child and Family Services (SECFS)

- Berens River • Bloodvein • Brokenhead • Buffalo Point • Hollow Water
- Black River • Little Grand Rapids • Pauingassi • Poplar River



### West Region Child and Family Services (WRCFS)

- Ebb & Flow • Gambler • Keeseekoowenin • O-Chi-Chak-Ko-Sipi • Pine Creek
- Rolling River • Skownan • Tootinaowaziibeeng • Waywayseecappo



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## Message from the Board of Directors

### Greetings from the Chairperson

On behalf of the Board of Directors of the Southern First Nations Network of Care - First Nations of Southern Manitoba Child and Family Services Authority, I am pleased to present the 2010/11 Annual Report, which provides an overview of the past year's activities.

We thank the staff of member agencies and the Southern First Nations Network of Care for their continued dedication and hard work.



**Wendy Whitecloud**  
Chairperson

## Message from the Chief Executive Officer

On behalf of the staff of the Southern First Nations Network of Care, I am pleased to present this Annual Report which will provide you with an overview of the work and activities of the Southern First Nations Network of Care for 2010/2011.

As you read through this report, it is our hope that you will see within these lines the commitment and desire we have to see First Nations children, families, and communities healthy, strong, empowered, and living a good life. All of the many activities you will read about in this report - from building partnerships, working with agencies, developing new programs, changing funding models, training staff, foster parents, and other service providers - all have the same goal: that our children will benefit because of it.

Looking back - the year was not without challenges! From a sudden and forced relocation of our offices to an interim location, from transitioning to a differential response service system, from the ongoing and significant challenges that our families face on a daily basis ... We look back only so that we can reach forward - to see what can be different, what changes we can make, what better future we can create.

It is our hope that all of us - as elders, as leaders, as governments, as staff, as grandparents, as mothers and fathers, as youth, as women, as men - will join together in building a circle of caring and love around our children. When we stand together, sharing our gifts, respecting, supporting, and encouraging each other, seeking our strengths and direction from the Creator, we can do amazing things... For Our Children.

Meegwetch, Ekosi, Wopida Tanka to everyone for all your dedication and commitment.



Elsie Flette  
Chief Executive Officer

## Board of Directors

*(As at March 31, 2011)*

Figure 1

Name	Nominated by	Position
<b>Wendy Whitecloud</b> <i>Sioux Valley Dakota Nation</i>	Dakota Ojibway Child & Family Services	Chair
<b>Priscilla Sternat McIvor</b> <i>Sandy Bay Ojibway First Nation</i>	Dakota Ojibway Child & Family Services <i>(Term ended November 23, 2010)</i>	Vice chair
<b>Wayne Helgason</b> <i>Sandy Bay Ojibway First Nation</i>	Sandy Bay Child & Family Services (2 <sup>nd</sup> term) Animikii Ozoson Child & Family Services (1 <sup>st</sup> term)	Treasurer
<b>Michael Hart</b> <i>Fisher River First Nation</i>	Intertribal Child & Family Services	Board Member



# Staff Listing

*(As at March 31, 2011)*

## Executive

Elsie Flette, BSW, MSW  
Dan Richard, B.Comm, CA, CAFM  
Lorna Croitor

Chief Executive Officer  
Chief Financial Officer / Director of Operations  
Executive Assistant

## Policy & Strategy

Louise McKay, BA  
Colin Kinsella, BA, MA  
Nelson Mayer, BA, BSW  
Kimberly McDonnell  
Marcia Liske, BSW  
Theresa Pierre

Director of Policy & Strategy  
Policy Analyst – Standing Committee  
Policy Analyst – Standing Committee  
Administrative Assistant – Standing Committee  
Differential Response Coordinator  
Administrative Assistant – Differential Response

## Finance, Administration & Information Technology

Terry Ross  
Gladys McKay  
Jacqui Meeches  
Karen Desjarlais  
Lori Lavallee, CNE  
Vlastimir Drakul, BSc., MCSE  
Earl Hall  
Gloria Lerat, MCP  
Shawn Webster, MCP, Computer Sciences

Controller  
Finance & Administrative Officer  
Provincial Child Maintenance Administrator  
Administrative Assistant – Front Reception  
Information Technology Manager  
Systems Administrator  
Systems Support  
Database Support & Administration  
Information Systems Support

## Human Resources

Kent Brown, CHRP Candidate  
Shane Patterson, BA  
Cindy Myran  
Katherine Whitecloud, B.GS, B.Ed, M.Ed  
Shirley Myran, B.GS, M.Ed, PhD  
Evelyn Folster  
Kayla Guiboche

Director of Human Resources  
Elder/Spiritual Caregiver  
Human Resource Assistant/FIPPA Coordinator  
Education Services Manager  
Curriculum Consultant  
Education & Training Coordinator  
Administrative Assistant – Education & Training

**Communications & Community Relations**

Jim Compton

Director of Communications &amp; Community Relations

**Vision Keepers (Quality Assurance)**

Marlyn Bennett

A/Director of Vision Keepers (Secondment)

Tara Petti, BA, BSW, MSW underway

Director of Vision Keepers (Maternity Leave)

Kim Hotomani, BSW

Vision Keeper (Maternity Leave)

Lisa Medd, BSW

Vision Keeper

Darlene Ahmo

Administrative Assistant

**Service Support***Vacant*

Director of Services Support

Bert Crocker, MSW

Manager, Case Management Services

Tara Cook, BSW, MSW underway

Intake Coordinator (Maternity Leave)

Catherine McAuley, BSW

Intake Coordinator (Term)

Carol McCorrister, BSW

Intake Coordinator

Deborah Chornoby, BSW

Child in Care Specialist

Suzanne Mozdzen, BSW, MA

FASD Specialist

William Gillespie, BSc, BSW underway

Addictions Specialist

*Vacant*

Foster Care Service Specialist / Repatriation

Charlene Nepinak

Administrative Assistant – Service Support

Amanda Fontaine

Administrative Assistant – Intake

**Alternative Care**

Donna Lalonde, BA, CHRP

Alternative Care Manager

Amy Marcil-Dallaire, BA

Alternative Placement Team Worker

Felicia Johnston, BA, BSW, MSW Underway

Resource Development Worker

Dennis Meeches

Resource Development / Special Projects Manager

Raymond Delaronde

Program Manager – Ji-zhaabwiing

Dolores Compton, BA

Intake Planning Coordinator – Ji-zhaabwiing

Cynthia Richard

Administrative Assistant – Ji-zhaabwiing

Reginald Sanderson

Custodian–Ji-zhaabwiing



## Organizational History

The First Nations of Southern Manitoba Child and Family Services Authority was established under *The Child and Family Services Authorities Act* (CFSAA), proclaimed in November 2003. The organization operates under the name ***Southern First Nations Network of Care*** (SFNNC).

The organization was incorporated in April 2002. Prior to the proclamation of the legislation, the organization focused on completing the developmental tasks required to assume the responsibilities under the legislation. An Interim Board, made up of the southern First Nation CFS Agency Directors, guided this work. The regular Board was established upon proclamation, in November 2003.

*The Child and Family Services Authorities Act* is a result of the Aboriginal Justice Inquiry-Child Welfare Initiative (AJI-CWI). This initiative began with the signing of the Memorandum of Understanding (MOU) in April 2000. The AJI-CWI undertook a major restructuring of the Child and Family Services System in Manitoba. The four CFS Authorities represent a key feature of this system.

There were seven existing southern First Nation CFS Agencies, providing services to 36 First Nations, that came under the SFNNC at the time of proclamation: Anishinaabe Child and Family Services (ACFS), Dakota Ojibway Child and Family Services (DOCFS), Intertribal Child and Family Services (ICFS), Peguis Child and Family Services, Sagkeeng Child and Family Services, Southeast Child and Family Services (SECFS), and West Region Child and Family Services (WRCFS).

An eighth agency, Animikii Ozoson, was mandated by the SFNNC in October 2005. This agency provides services primarily to Ontario First Nations members who live in the City of Winnipeg. Animikii Ozoson is also the agency that accepts cases of families in Winnipeg who choose the SFNNC but who are not connected to the southern First Nations.

In February 2007, the Winnipeg joint intake agency, known as the Child and Family All Nations Coordinated Response Network (ANCR) was mandated by the SFNNC. The tenth agency, Sandy Bay Child and Family Services Agency, was mandated September 1, 2007. Prior to this, Sandy Bay received child and family services through DOCFS.

# Governance

## Vision

*“First Nations children, families, and communities will be healthy, strong, empowered, and enjoy an enhanced quality of life”*

## Mission Statement

In partnership with its CFS agencies, Southern First Nations Network of Care makes a difference in the quality of life of all children and youth by ensuring their protection through the provision of safe homes with responsible caregivers, promoting the wellness of families and strengthening of First Nations peoples and communities. Services and resources will align with community needs; and activities will be more focused on prevention than crisis management. It will serve as a model of successful self-governance that will inspire similar levels of professionalism, compassion and effectiveness among all CFS agencies.

## Goals

To actively participate, within a caring network, to encourage, support, and coordinate community responses to keep children and youth safe from abuse and neglect

1. To restore responsibility to First Nations communities for the well being of their children, youth and families and work alongside communities to support and preserve healthy families
2. To develop, support, and maintain a culturally competent service delivery system to ensure that services provided to children, youth, families, and communities are built on a First Nations philosophy, incorporate First Nations helping approaches, promote cultural pride, and help families and communities overcome the effects of colonization
3. To assist agencies to develop and enhance services using a community based approach that values, encourages, and supports the involvement of citizens of the First Nations
4. To develop a First Nation workforce that is trained and competent in First Nations knowledge and helping approaches
5. To have parity of services for all First Nation children, youth, and families, regardless of where they reside, with an equitable distribution of resources

6. To engage in respectful and participatory partnerships with other sectors and collateral agencies in order to provide holistic and comprehensive services that promote the well being of our children and youth
7. To work cooperatively with First Nations communities, on and off reserve, to address socio-economic issues that contribute to the breakdown of families
8. To work with First Nations leadership in restoring full jurisdiction over child and family services back to First Nations

## Mandate

The Southern First Nations Network of Care (SFNNC) receives its mandate from the First Nations in southern Manitoba and from the provincial *Child and Family Services Authorities Act*. The SFNNC, along with the other three CFS Authorities, is responsible for the establishment and management of a province wide service delivery system. This includes ensuring that services are delivered to southern First Nations citizens throughout the province, as well as people who chose the SFNNC. [Appendix 1](#) provides a summary of the SFNNC service provider agencies by region.

## Board of Directors

### *Board Appointment Process*

*The CFS Authorities Act* states that the Board of Directors of the Southern First Nations Network of Care (SFNNC) shall be appointed by the Assembly of Manitoba Chiefs Secretariat Inc. on the recommendation of the Southern First Nation members of the Assembly.

With regards to the appointment process of SFNNC Board members, the following is a summary as outlined in section 3.05 of the SFNNC By-Law No. 3, approved September 12, 2009:

- Each Agency nominates an individual who meets the qualifications as per Section 3.03.
- Each Agency submits in writing the name of the individual being nominated and the written consent / approval of the appropriate Tribal Council or Chief and Council. This same process is followed for re-appointment of current board members.
- Once the above process has been completed, the SFNNC will submit the name(s) of qualified individual(s) to the Assembly of Manitoba Chiefs Secretariat Inc. for appointment to the Board for a four year term.

- The 11<sup>th</sup> position on the Board is designated as a 'Director At Large'. The SFNNC Board is responsible for selecting and submitting the name of a qualified individual to the Assembly of Manitoba Chiefs Secretariat Inc. to fill the position, based on the skill set deemed required by the SFNNC Board.
- If an Agency fails or refuses to select or submit to the SFNNC an individual to be its representative on the Board within three (3) months of a vacancy, the SFNNC Board may select an individual to fill the vacant position by utilizing the same process used to fill the Director at Large position.

#### *Activities of the Board of Directors*

The Board utilizes a policy governance model to conduct its business. This includes:

- Policies about monitoring organizational performance through outcomes/results
- Policies about monitoring executive performance through executive limitations
- Policies about how the Board carries out the governance function
- Policies about the Board – CEO relationship

Throughout the year, all Board members were active participants in all board meetings, including the Board Executive who met quarterly, or as needed. As of March 31, 2011 the Board consisted of 3 board members, with 8 vacancies. The process to fill the vacancies is underway.

The Board takes a proactive approach in shaping a southern FN CFS service delivery system that is culturally appropriate and improves the quality of life for First Nations children, youth, and families.

The Board utilizes an annual work plan to assist in managing its work. This work plan was updated at every Board meeting. Highlights for 2010/11 included:

- Fulfilling the functions of an audit committee, including receiving regular financial reports, appointing the auditor, and receiving and accepting the annual audit report
- Participating in Board training
- Reviewing / revising board policies
- Receiving / reviewing regular monitoring reports from the SFNNC executive
- Monitoring of the work of the SFNNC in agency reviews that were undertaken
- Promoting and enhancing input from community members as part the board's responsibility to engage with and link to the community.
- Activities completed in 2010/11 included:
  - Annual General Meeting
  - Report to Southern First Nation Leadership including AMC and SCO completed

- Planning of conference focusing on Aboriginal Social Workers for fall 2011 (entitled *Sharing Indigenous Ways of Helping and Healing*)
- Participation in meetings and briefings with the AMC Grand Chief
- Representing the SFNNC at agency events
- Policy development work

The Board plans for 2011/12 include:

- Ongoing oversight of the SFNNC
- Annual review of board policies and by-laws
- Ongoing policy development work
- Work on Outcome / Results measurement
- Continue working to build links with the communities served by the SFNNC
- Quality Assurance Review of the SFNNC
- Board training
- Development of a First Nations model of board governance
- Advocacy on behalf of First Nations children,, youth, families and communities
- Semi-annual reports to Southern First Nations Chiefs and Councils
- Planning on conference focusing on Board Governance planned for fall 2011



## Agency Relations

The SFNNC seeks to carry out its responsibilities under the CFS Authorities Act from a capacity building and support approach. A number of activities were carried out in 2010/2011 to achieve this end. They included:

- 2-day monthly meetings with agency Executive Directors and Finance Officers
- Attendance by SFNNC staff at a variety of agency events, such as staff meetings, annual meetings, special events, and workshops
- Training events
- Use of inter-agency committees and working groups on a variety of issues
- Joint work with agency representatives at various initiatives, including the regional tripartite table on federal funding
- Case support and consultation
- Meetings with individual agencies to address agency specific matters
- Opportunity for regular in camera meetings with agency directors to jointly address issues that arise
- Assisting agencies in the completion of their five year operations/business plans
- Working with the agencies to complete a resource development needs assessment
- Work on hosting an Aboriginal social workers conference that will celebrate and promote indigenous ways of helping and healing has begun. The conference, titled *Sharing Indigenous Ways of Helping and Healing* is scheduled for the fall of 2011.

In addition to providing service support, the SFNNC is responsible to monitor and direct the work of agencies. There can be an inherent conflict in these dual roles. To manage this, the SFNNC has organized its main services into two service units - the Agency Service Support Team and the Vision Keepers (Quality Assurance) Team.

The Human Resource Unit and the Alternative Care Unit also provide support and capacity building services to agencies.

## 2010/11 Operational Objectives

### Areas of Focus

The strategic areas of focus for 2010/2011 were identified as follows:

1. Implementation of a Differential Response service delivery model
2. Connectivity Project (VLAN – Virtual Local Area Network) / CFSIS Implementation
3. Comprehensive Case Planning
4. SFNNC Elders Council
5. Child Maintenance Block Funding

The following table summarizes the key directional statements for each area of focus.

Figure 3

2010/11 Areas of Focus	Key Directional Statements	Year End Status Update
<b>Differential Response</b>	<ul style="list-style-type: none"> <li>• Implement a transition work plan for each agency, to facilitate the implementation of a Prevention Focused (Differential Response) service delivery model</li> <li>• Implement Test Sites / Pilot Projects</li> <li>• Prepare and conduct readiness reviews</li> <li>• Work with other partners on the funding models (federal / provincial)</li> </ul>	<ul style="list-style-type: none"> <li>• Transition plans and budgets were developed and work is underway.</li> <li>• Test / pilot sites are all underway, with some completed.</li> <li>• Evaluation of the pilot sites is underway</li> <li>• Each agency and the SFNNC hired a DR coordinator</li> <li>• Template for the readiness reviews is being developed</li> <li>• Funding models have been approved by both levels of government</li> <li>• Agencies completing operations/business plans to access the enhanced funding</li> </ul>
<b>Connectivity Project / VLAN / CFSIS Implementation</b>	<ul style="list-style-type: none"> <li>• Complete site reviews / needs assessment</li> <li>• Complete proposal for government</li> </ul>	<ul style="list-style-type: none"> <li>• Site assessments completed</li> <li>• Equipment inventory completed</li> </ul>

	<ul style="list-style-type: none"> <li>• Complete project plan for implementation</li> <li>• Increase data entry into CFSIS at agency level</li> <li>• Increase CFSIS training for staff</li> <li>• Prepare for site teams to begin their work</li> </ul>	<ul style="list-style-type: none"> <li>• Connectivity proposal submitted to INAC and funding received</li> <li>• Project Work Plan completed</li> <li>• All agencies have increased their data entry to CFSIS</li> <li>• Site teams are in planning stage; this includes planning for increased CFSIS training</li> <li>• Connectivity Project started</li> </ul>
<b>Building Agency Capacity for Comprehensive Case Planning</b>	<ul style="list-style-type: none"> <li>• Develop and begin implementation of Case Management Training</li> <li>• Implement regular Standards Training</li> <li>• Provide agencies with tools for agency in-house standards training</li> <li>• Implement structured decision making tool into the case management process</li> <li>• Implement improved case planning for children in care</li> </ul>	<ul style="list-style-type: none"> <li>• Began development of Case Management Training curriculum</li> <li>• 3 day Standards Training provided at two separate sites: Long Plain and Little Grand Rapids</li> <li>• Standards Training built into the annual training plan; to be done every 6 months</li> <li>• Agencies provided with updates for Standards Manual and with Power Point and training materials</li> <li>• Structured decision making tool selected; training materials developed; 10 different training sessions held</li> <li>• Began development of a comprehensive case planning tool for children in care; this includes the requirement for a regularly updated cultural and education plan</li> </ul>
<b>Establishing the SFNNC Elders Council</b>	<ul style="list-style-type: none"> <li>• Establish the Elders Council</li> <li>• Develop terms of reference for the Elders Council</li> </ul>	<ul style="list-style-type: none"> <li>• Process to identify the membership of the Elders Council developed</li> </ul>

	<ul style="list-style-type: none"> <li>Determine how best to utilize the Elders Council within the SFNNC</li> </ul>	<ul style="list-style-type: none"> <li>Elders Council established with inaugural meeting held in June 2010</li> <li>Quarterly meetings of the Elders Council</li> <li>Draft terms of reference completed</li> <li>Consultation with SFNNC staff on how each unit / team could best utilize the input from the Elders Council</li> </ul>
<b>Block Funding of provincial Child Maintenance</b>	<ul style="list-style-type: none"> <li>Develop concept paper for provincial government</li> <li>Begin data collection and analysis of maintenance expenditures</li> <li>Develop detailed proposal</li> </ul>	<ul style="list-style-type: none"> <li>Concept paper developed and submitted to provincial government</li> <li>Data from the last two years of provincial maintenance expenditures provided by the Child and Family Services Division; analysis currently underway.</li> </ul>

## Policy & Strategy

The Policy and Strategy Unit is responsible for developing partnerships, policies, new projects and strategies to better respond to the needs of the children, youth, families and communities served by the Southern First Nations Network of Care (SFNNC).

The following activities were in support of the work of the Policy and Strategy Unit in 2010/11.

### Child and Family Services Standing Committee

The Child and Family Services Standing Committee is an advisory group of the Manitoba child and family services (CFS) system. This Standing Committee is established in legislation to promote cooperation and collaboration both within the CFS system and with other systems. The CFS Standing Committee is comprised of the Chief Executive Officers (CEO) of the four Child and Family Services Authorities and the Executive Director of the Child Protection Branch (Manitoba Family Services and Consumer Affairs). The CFS Standing Committee focuses on foundational work required for the CFS system in Manitoba.

To support the work of the CFS Standing Committee, and in response to recommendations contained in one of the external review, the Office of the CFS Standing Committee was established in 2008. This office has a Coordinator; two Policy Analyst positions from each CFS Authority (8 in total); an Administrative Assistant; and four administrative support staff. The work of the Office includes:

- Designing plans and preparing progress reports for implementation of the 289 recommendations contained in the various external reviews
- Participating in inter-sectoral committees and initiatives
- Developing and delivering training in professional areas
- Providing technical support to assist the CFS Standing Committee and its members in completing tasks related to foundational work

### Aboriginal Justice Inquiry – Child Welfare Initiative

The Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI) was established in 2000 to address the child welfare recommendations of the Aboriginal Justice Inquiry (1991). Through the AJI-CWI, Manitoba's child and family services system has been restructured to better serve Aboriginal peoples.

By 2006, most of the restructuring was completed. Over the past year, led by the four Authorities and Manitoba Family Services and Consumer Affairs, work continued in implementing the priorities identified under the AJI-CWI.

For historical background on the AJI-CWI, please refer to the website at: [www.aji-cwi.mb.ca](http://www.aji-cwi.mb.ca)

## Changes for Children Initiative

Changes for Children was launched in 2006 as a response to the five external reviews completed in 2006. These include the three reviews initiated in response to a tragic child death.

During 2010/11, under the Changes for Children Initiative, activities were implemented in the following major areas:

- Fetal Alcohol Spectrum Disorder
- Differential Response Service Delivery Model (focuses on prevention and early intervention to support families)
- Foster Care and Services for Youth
- Staff Education and Training (coordinated by the Joint Training Team)
- System-Wide Communications (i.e. websites)
- Funding Model for CFS Agencies
- Jordan's Principle

For information on the Changes for Children Initiative, please refer to the website at: [www.changesforchildren.mb.ca](http://www.changesforchildren.mb.ca)

## Business Continuity Planning (BCP)

During the 2008/2009 H1N1 crises, all SFNNC agencies developed a Business Continuity Plan (BCP) to help them deal with any type of emergency that came along. During the last fiscal year, the SFNNC worked with its agencies to update their BCPs. The following are emergency events that happened during the last fiscal year and required agencies to include their responses as part of their BCP, and in some cases activating their BCP.

### *Flood Preparation and Response*

Predictions of extreme flooding for the province of Manitoba came in late winter of 2010. In preparation for this the SFNNC worked with its agencies to prepare and maintain essential child and family services in communities that might be affected by flooding. For more information on flooding in Manitoba, refer to the website at: [www.manitoba.ca/flooding/index.html](http://www.manitoba.ca/flooding/index.html)

### *Taxicabs*

News of the potential of a taxi strike came in January of 2011. Many SFNNC agencies utilize taxis for transporting children, youth, and families to appointments and family visits. The SFNNC worked with its agencies to begin developing a plan of service in the event of such a disruption.

### ***Postal Strike***

The prospect of a postal strike was announced as negotiations for a new agreement with postal workers was underway. The SFNNC worked with the agencies to ensure that contingency plans were in place at each agency should this occur.

## **Differential Response / Family Enhancement**

Differential Response (DR) was an area of focus for the Southern First Nations Network of Care (SFNNC). The focus in this past year was on working with the agencies and helping them to get ready for implementation.

A Differential Response Service Delivery Model has two main service paths: an investigative/protection response and a family enhancement/prevention response. It hopes to emphasize prevention and early intervention to support families to care for their children/youth at home. Its approach builds on a family's strengths, is culturally sensitive and includes working with community partnerships both formal and informal. These services provide families with timely supports that can help them address problems before they develop into crises and helps promote healthier family relationships.

The implementation of a DR model in other jurisdictions has shown promising results in helping families and building healthier communities. Over time, it is hoped that the implementation of this model will result in a reduction of the number of children and youth coming into care.

The following activities have been carried on by the Southern First Nations Network of Care over the last fiscal year:

- Assisted agencies to complete a 5 year business plan which will provide them with enhanced prevention funding under a new funding model
- Provided transition funding to agencies and worked with them to implement a transition plan to ensure agency readiness for a move to a Differential Response Service Delivery Model
- Worked with agencies on the implementation and evaluation of the pilot project test sites at ANCR, Dakota Ojibway CFS, Animikii Ozoson CFS, Sandy Bay CFS, Southeast CFS and West Region CFS
- Delivered training in Structured Decision Making (SDM) assessment and case management process to agency staff
- Assisted agencies in applying SDM assessments to existing cases and attaching them to CFSIS
- Developed new case management templates needed to implement a Differential Response Service Delivery Model

- Developed a DR Website for agency staff to utilize to help them transition to the new Differential Response Service Delivery Model
- Developed promotional materials for agencies to distribute within their communities to promote Family Enhancement as a new stream of service within a Differential Response Service Delivery Model as part of a community engagement strategy
- Worked with agency representatives on the development of standards that reflects a Differential Response Service Delivery Model
- Coordinated delivery of the University of Manitoba Interdisciplinary Certificate Program for Family Enhancement workers
- Coordinated meetings with community resources that could become potential community partners

Activities planned for 2011 – 2012 include

- Continuing to coordinate SDM training and agency support sessions for agency staff
- Complete quality assurance reviews on SDM assessments
- Complete the development of standards that reflect a Differential Response Service Delivery Model
- Coordinate Signs of Safety training for agency staff
- Coordinate CFSIS training within agencies so they can fully utilize CFSIS as a case management tool
- Assist agencies in developing a new intake process which will incorporate using the Intake Module and applying SDM assessments to all new cases
- Continue to work with agencies to transition to a Differential Response Service Delivery Model and complete agency readiness reviews prior to full roll-out
- Work with agencies to develop appropriate community partnerships and establish formal agreements
- Coordinate 2 new sites for the University of Manitoba Interdisciplinary Certificate Program for Family Enhancement workers
- Completion of the pilot project evaluations
- Contract a DR Community Affairs Specialist to develop and deliver an effective and progressive change management strategy that supports agencies transition to the new service model

## Operations Business Plans - Agencies

A new funding model was announced in 2010. Implementation of this funding model required that each agency have a five year operation/business plan completed prior to any enhanced funding going to the agency. All plans have to be updated annually.



The new funding model was effective October 1, 2010. The implementation plan included a phased in approach, with the funding model to be fully implemented by 2012/13. Additional information on the funding model can be found in this report under the "Finance" section.

In early 2010 the SFNNC worked in partnership with the First Nations of Northern Manitoba CFS Authority, the Metis CFS Authority, the General CFS Authority, the Provincial government and the Federal government to develop a comprehensive Business Plan Template to be used by the agencies for their five year plans. The business plans included the following:

- Community profiles of each community/First Nation each agency serves
- Environment scan (external and internal)
- Agency profile – vision statement; principles/value statement; mission statement; agency goals and objectives; reporting structure; intake; caseload data; trends; human resources, finance; and agency inventories (agency programs & resources, facilities, transportation, information & technology, management & administration and governance)
- Agency outcome statements – hoped for outcomes; outcome indicators; performance measures; and data collection
- Five year operational service plan – governance; management; administration; finance; human resources; information technology; infrastructure; communication; and service delivery (core, family enhancement, protection, children/youth in care, alternate care and intake)
- Budgets
- Year one detailed work plan

## **Inquiry into the Circumstances Surrounding the Death of Phoenix Victoria Hope Sinclair**

On March 25/2011, the Manitoba government announced that the Honourable Ted Hughes would conduct an Inquiry to examine the circumstances surrounding the death of Phoenix Sinclair and in particular to inquire into:

- The child-welfare services provided or not provided to Phoenix Sinclair and her family under The Child and Family Services Act;
- Any other circumstances, apart from the delivery of child-welfare services, directly related to the death of Phoenix Sinclair; and
- why the death remained undiscovered for several months.

During the next fiscal year the SFNNC will be involved in preparations and presentations for this Inquiry. For more information on the Phoenix Sinclair Inquiry, please refer to the website at: [www.phoenixsinclairinquiry.ca](http://www.phoenixsinclairinquiry.ca)

## Emerging Issues

The SFNNC uses a specific method to deal with emerging issues. This includes vetting plans and possible responses through a process to insure decisions are made in a qualitative manner and are culturally responsive.

Once an issue or the work of one of the SFNNC units has been identified as an emerging issue needing a strategic response, a team is convened. The members always include the CEO, the Director of Policy and Strategy and Directors of whatever unit/team is involved. The team meets as needed and the issue is dissected. A series of options on how to deal with the arising / emerging issue is developed. Legal Counsel and the Board of Directors are consulted as needed throughout the process on the various options. Once the best option is identified, a step by step work plan is developed to complete the strategy. Dates are set, and further consultations happen with the necessary parties as needed.

## ANCR - Organizational Development and Change

In response to the findings in the Review of the ANCR Service Model, completed jointly by the SFNNC and the provincial Child Protection Branch and released in March 2010, the ANCR Board of Directors decided to proceed with a three-year organizational development and change process focused on three overarching goals:

- Build a stronger, more vibrant organization
- Provide significantly improved child and family intake services, and
- Build a great place to work

The SFNNC, as the mandating Authority and as a partner with the other three CFS Authorities, participated actively in this process. This included membership on a variety of inter-Authority working groups established to assist ANCR in this process.

A formal change management process was established and the SFNNC has an ongoing and oversight role to ensure that this process moves forward in a positive and productive manner. This included the contracting of change management consultants to work closely with ANCR in the development and implementation of a change management plan. The SFNNC will continue to monitor this work at ANCR.

## New Projects in 2010-2011

The SFNNC is continually involved in looking for better ways to meet the needs of the First Nations children, youth, and families we work with. Often agencies come up with a unique idea which they implement while other times children, youth, and families needs challenge the whole system to come

up with innovative ways to provide service. As ideas come forward, these are looked at for further development. The following are projects that Policy & Strategy was involved with:

#### *Emergency Placement Resources (EPR)*

EPR is primarily the shelter system that exists in Winnipeg. As part of the AJI-CWI, there is a plan to transition EPR out of Winnipeg CFS and over to ANCR. Preliminary work related to this transfer has been completed. The transition will be completed once ANCR has completed its three year change management process.

#### *Significant Case*

The Policy and Strategy Unit becomes involved in significant cases where there may be unclear or multiple lines of responsibility often involving more than one Authority, stakeholder and/or government department. This often includes high profile cases and emerging issues involving children, youth, and or families at risk.

The following are projects that the Policy and Strategy Unit is working on jointly with the Resource Development team:

#### *Project Turtlesell*

There are an increasing number of young people whose lives are at risk due to their direct or indirect involvement with gangs or criminal activity. Project Turtlesell seeks to safeguard and protect these young people by developing a safe network of trusted individuals and organizations that will provide Turtlesells (places of safety) until such time as the threat is determined to have passed.

#### *EYES for ME (Engaging Youth, Empowering Spirits for Mother Earth)*

Today's Aboriginal youth are seeking answers and searching out their identity with the goal of finding some balance and harmony in their lives. Today we are left to pick up the pieces and begin reclaiming our identity, repatriating our culture and reuniting our social fabric. This will only be achieved by engaging our youth, empowering their spirits to be in harmony with Mother Earth. This project will engage the youth on Aboriginal time honored teachings that will reconnect them with Mother Earth.

#### *Equine Assisted Learning*

The SFNNC vision is to deliver a SHEAL (Spirit Horse Equine Assisted Learning) program that will re-unite the horse with Aboriginal families and communities, which in turn will empower and strengthen the family circle. The horse will be the spirit being that will help children, youth, and families journey in life, give strength to their bodies, bring harmony to their spirit and a strong mind to overcome the many

struggles and challenges they may face in their lifetime. This program is patterned after one offered by Cartier Equine Learning Centre in One Arrow First Nation in Saskatchewan.

*ROPE (Rites Of Passage Envisioned)*

ROPE is a program that will be offered at Ji-zhaabwiing to help young people repatriate their identity and give them the teaching and tools to live healthy and balanced lives. ROPE will primarily work in the area of prevention and positive lifestyles by working with families that need support but do not have the resources because of poverty issues.

## Communications

The Communications Unit of the Southern First Nations Network of Care (SFNNC) produces, communicates, develops and distributes information designed to build awareness and understanding and advance the objectives and vision of First Nations Child and Family Services in Manitoba.

The Unit also works to ensure that the messages and positions of the SFNNC are communicated effectively and that the Board Chair and/or the Chief Executive Officer (CEO) is involved in, and given the opportunity to respond to, media portrayals of First Nations Child and Family Services in Manitoba. The Communications Unit provides on-going assistance and makes recommendations on critical issues as they arise.

The Communications Unit is part of the SFNNC Core Administration / Support Services. Any communications materials or strategies are subject to review and approval by the Chief Executive Officer, Director of Communications, and from time to time in conjunction with the Communications Sub-Committee for the CFS Standing Committee. Final approval must come from the CEO and/or designate. Relevant Policy Analysts or Team Leaders are also involved in the preparation and review of materials.

Presently there are six strategic areas identified under the SFNNC “Communications Strategy”:

- Media and Public Relations
- Public Awareness and Public Education
- Video Productions / Campaigns
- Strategic Communications Policy and Planning
- Coordinate / Facilitate Communications
- Corporate image and identity

Listed under each are the activities that have taken place over the year from April 2010 to March 2011.

### Media and Public Relations

The Communications Unit develops materials and provides information to the media and general public about the SFNNC, its activities and positions, as well as the overall mandate/mission and priorities therein. The Unit recognizes that the majority of Manitobans receive their information about First Nations primarily through the media and works to establish a constructive working relationship to ensure the SFNNC is viewed as a constructive and productive organization. The Unit also utilizes other channels to reach the public directly (speaking opportunities, publications, Internet, etc.).

Activities included:

- Ongoing media relations have been undertaken throughout the year. Interviews with the Free Press, CBC News, Global, CTV and APTN have been set up and conducted. Major focus of interview(s) has been in relation to Quality Assurance Reviews. Southeast CFS Review & Audit; Peguis CFS; Anishinaabe CFS; and ANCR have been areas of media interest.
- SFNNC Board governance issues were on the media agenda this year. A Media Strategy and response is and has been ongoing as requests for media updates arise.
- Pre-interviews with media, briefing of the Board Chair or CEO, messaging and eventual interviews were arranged for the Board Chair or CEO.
- On a number of occasions background and responses were done by the Communications Director.
- Communications Strategy Re: The Phoenix Sinclair Inquiry drafted and ready for distribution.
- Research and follow-up to Media inquiries from the Child Protection Branch (CPB) and the Ministers office.
- On average the Communications Unit receives an average of 30 E-mails and direct calls per month. In total, the Communications Unit responded to more than 300 media and other inquiries for follow-ups and response this past year.

## Public Awareness and Public Education

The Communications Unit develops and implements public awareness and public education strategies based on its activities and positions to promote awareness and understanding of the issues, priorities and mandate/mission/history of First Nations Child and Family Services in Manitoba. Activities included:

- Ongoing meetings with the province, other collaterals and related agencies in relation to the “Sharing Indigenous ways of Helping and Healing” Conference and the Governance Leadership Conference.
- Drafting of an overall *Changes for Children* initiative communications strategy with the Communications Sub –Committee.
- Ongoing Communication Strategy (Press Releases and Question & Answer sheets) were developed with and issued for a number of agencies.
- Community consultations were also conducted with Peguis CFS both on and off reserve.
- Communications Strategy and Change Management initiative developed and executed for new ANCR Executive Director and staff.
- Interviews set up with ANCR (After Hours Unit) re: CBC National Special on Aboriginal Issues (Due for Airing in early 2012).
- Joint communication strategies with the province’s Child Protection Branch (CPB) have also been developed and executed.

## Video Productions / Campaigns

Over the past few years the Communication Unit has developed and assisted in the production of videos for public educational and in house training purposes. Activities included:

- A Differential Response (DR) Community Enhancement video has been researched and developed for production in conjunction with DOCFS (Swan Lake / Sioux Valley).
- Video (12 minutes), in conjunction with West Region CFS Differential Response Unit, researched, developed and produced.
- In conjunction with SFNNC Fetal Alcohol Spectrum Disorder (FASD) Specialist and the Mennonite Central Committee, six videos entitled, “Visions & Voices” have been produced and are an integral part of the SFNNC Public Education Campaign. The SFNNC receives 3-5 requests for presentations a month.
- Plans to expand the “Visions & Voices” program in the area of “Gang Prevention” are under way.
- Two “Equine Therapy” Videos have been developed and produced, in conjunction with SECFS.

The Communication Unit has been invited to present its “Visions & Voices” Public Education Initiative at this year’s Native American Journalists Association (NAJA) Annual Conference 2011.

## Strategic Communications Policy and Planning

The Communications Unit develops and implements SFNNC communications in relation to specific strategies for specific events, products, issues or initiatives. The Unit provides advice, recommendations and communications support to specific child and family policies and protocols.

- Key messaging has been developed with the Ministers media announcements that involve the SFNNC.
- Liaison and consultation with provincial communications unit in relation to reviews, press material, questions and answers, and general messaging/planning.
- Direct consultations with SFNNC Agencies on Media policy and response.

## Coordinate/Facilitate Communications

The Unit serves to coordinate/facilitate communications activities across the four Authorities: First Nations of Southern Manitoba CFS Authority (SFNNC); First Nations of Northern Manitoba CFS Authority; Metis Child and Family Authority; and the General CFS Authority, in order to ensure consistency and clarity in public activities. Activities included:

- Development of a FASD strategy as part of a cross-Authority team. Visions and Voices Video initiative developed and under way. 5 of 6 calling card videos completed. 3-5 to sessions conducted per month with FASD Unit within Manitoba and one in Saskatchewan.
- FASD website launched.
- Differential Response Communications strategy developed and underway. Video Production slated for spring. Posters and Pamphlets done and ready for distribution.
- Ongoing meetings with the province and related agencies in relation to specific Media responses.
- Business continuity plan developed and launched.
- Ongoing meetings with staff from the Office of the CFS Standing Committee in relation to workshops, exhibits and conferences.
- Ongoing communication strategies developed in conjunction with inter-Authority sub-communications team. Ongoing updates and communication initiatives developed and executed for Changes for Children, CFS Standing Committee and the CFS Authorities.
- Inter-Authority meetings to coordinate cross Authority (*Changes for Children Initiative*) staff update. Updates developed and distributed yearly.

## Corporate Image & Identity

The SFNNC “Communications Strategy” calls for the development of a corporate image/identity commonly known as the “Brand”. The Communications Unit participated in the development of a document that includes the “interests, beliefs and wishes” of all the key SFNNC stakeholders. These include SFNNC staff, management, Board of Directors and mandated agencies. Geared to promote openness and inclusiveness, the document incorporates a broad range of opinions that add depth to SFNNC communications strategy. Ultimately it will ensure broad support for achieving stated goals.

Activities included:

- “Brand Strategy” initiated and completed.
- Within the “Brand” we have developed key messages, image statements (i.e. mission, vision), and a streamlined logo.
- SFNNC print materials (Banners, business cards and Letterhead) have been developed with the brand messages and images in mind.
- Website look accomplished. Website content updated throughout the year.
- Secured Differential Response website for Agencies developed and launched.



## Finance

The Finance Unit is responsible for the financial management of the Southern First Nation Network of Care (SFNNC). In addition, the unit is responsible for working with the agencies on financial matters. This includes the allocation of funds to the agencies for the provincial workload, and monitoring the expenditures and financial reports.

Key activities in 2010/2011 included:

- Preparation and monitoring of the annual budget, monthly financial statements, General Ledger, Accounts Payable/Receivable, inventory control, and working with the Auditor to coordinate and complete the audit process
- Preparation and presentation of financial reports to the Board of Directors at all Board meetings
- Completion of funding agreements between the SFNNC and the agencies
- Allocation of provincial funds to the agencies and monitoring expenditures and financial reports
- Meeting with agency finance staff on a monthly basis
- Attendance at Agency Relations meetings to review financial matters with Directors
- Continued participation in the joint business plan review committee (SFNNC, Province of Manitoba, INAC)
- Continued participation on the funding model working group

The approval of a new CFS Agency funding model, for both INAC and the Province of Manitoba, was a major milestone achieved this past year. The following section provides an overview of the new funding model.

### Funding Model

#### *General*

- The federal and provincial models are five year funding models which came into effect October 1, 2010. 2010/2011 is considered year one.
- In both cases the model is phased in, and is 100% funded by year three (2012/13).

- Three key lines to Agency funding
  1. Core
  2. Service Delivery
    - a. *Protection*
    - b. *Family Enhancement (Prevention)*
  3. Maintenance of Children in Care
- The model applies to all of the SFNNC Agencies, except for ANCR. The federal and the provincial model apply to all agencies, except Animikii CFS, which is 100% provincially funded.
- Both models use the provincial pay scale for determining salaries.
- The federal model pays benefits at 20% for all funded positions; the provincial model at 15%. Agencies no longer receive Band Employee Benefits (BEB) funding. Both models fund operations at 15% of salaries.
- There is only one southern agency – SECFS - that is eligible for remoteness allowance.
- For federal funds, agencies have a funding agreement with INAC and receive the money from INAC for Core, Service Delivery, and Maintenance. For provincial funds, agencies have a funding agreement with the SFNNC and receive the money from the SFNNC for Core and Service Delivery. Maintenance continues, on an interim basis, to be reimbursed to the agencies directly by the Province.
- There are conditions that agencies must meet to receive the increased funds:
  - Federally and provincially, agencies are required to submit a Five Year Operations (Business) Plan. These are required on an annual basis. These plans must receive approval from INAC and the SFNNC prior to funding being released.
  - Agencies must repay any outstanding CSA money owing to the Province and must remit annual payments in a timely manner. This is money received for children in care where the Province is responsible for maintenance costs. For children in care whose maintenance is funded by INAC, agencies are able to retain the CSA dollars.
  - Agencies must present balanced budgets over the five year period.
  - Agencies must have all of their cases on CFSIS and must use CFSIS and the Intake Module as a case management tool.

- A list of items still outstanding has been developed and discussions are to take place over the next few years to see if these can be addressed for the following five year cycle.

### ***Core Line of Funding***

- Items considered “Core” are funded 60% provincial and 40% federal.
- Items in the *Core* include salary and benefits for the following positions: Executive Director, Executive Assistant, Receptionist, HR Specialist, Finance Officer, Accounting/Payroll Clerks, Child Abuse Coordinator, Quality Assurance Specialist, and Financial Analyst.
- Agencies are rated as Small, Medium, Large; the number of *Core* positions and the salary level is in some instances determined by the size of the Agency.
- Other items under *Core* include: Audit, Board Expenses, Insurance, and Corporate Legal.
- Both models provide for Information Technology (IT) - desktop support. Federal funds go to agencies; provincial funds go to the SFNNC which provides network and desktop support to the agencies.
- There is limited flexibility for agencies to move money from the Core line to other areas.

### ***Service Delivery Line of Funding***

- There are two categories in this line:
  - Protection Services – includes children in care and family protection cases.
  - Family Enhancement – prevention services.
- Protection cases are funded at one worker for every 25 cases.
- Family Enhancement cases are funded at one worker for every 20 cases.
- In both models the funding is case driven but there is a significant difference in how case numbers are determined.

#### *Federal Model*

- This model uses on reserve child population numbers, and makes the assumption that 7% of the child population is in care in order to determine the number of cases of children in care.

- For family cases, the federal model also uses on reserve child population numbers and assumes that there are 3 children in a family, and that 20% of the families require service. This determines the case numbers for the model.
- The federal model does not adjust for increases/decreases in child population or for actual cases for the five year period.

#### Provincial Model

- This model funds service delivery based on actual case counts and will adjust funding based on case counts on an annual basis. Criteria are being established for cases to count for funding.
  - For year one and year two, assumptions were made for the number of Family Enhancement cases, as this is a new line of funding for agencies.
- In both models, middle managers, supervisors, and administrative support staff are based on the number of workers: for every 6 workers there is one supervisor; for every 5 staff there is one administrative support position; for every 7 supervisors there is a middle manager.
  - The federal model funds foster care workers at one worker for every 30 children in care. The provincial model does not fund foster care workers.
  - The federal model funds a Foster Care Coordinator for each agency, as well as a Resource Development worker (Recruitment and Training). The provincial model does not fund for this work.
  - The federal model funds agencies for After Hours on reserve; the provincial model funds the designated Intake agencies that provide After Hours off reserve.
  - Both models provide agencies with “Purchased Service” funds. These funds can be used to purchase programs, partner with collaterals in delivery of programs, or develop and deliver programs by the agency. The federal model provides \$130/child population; of this, \$30 per child is intended to cover legal costs for children in care. The provincial model provides \$1300/family case. Provincially, legal costs for children in care are reimbursed separately through maintenance.
  - Agencies have flexibility on the Service Delivery line to move funds subject to ensuring that statutory service requirements are met.
  - Staff training dollars are provided to agencies by the federal model at \$2000/annum for most positions. Provincially, training dollars are provided to the Authorities for the Joint Training Team.

### ***Maintenance Line of Funding***

- Provincially, maintenance will continue to be reimbursed on actuals with annual reconciliation of expenditures.
- Federally, maintenance will no longer be reconciled on an annual basis. Agencies will receive an allocation each year that is based on previous year actuals. If the Agency spends less, it can keep the surplus. If the agency spends more, no reconciliation will be made, although the agency will start the following year at the increased level. Agencies will be expected to use Operations funding to cover these maintenance costs.
- No price or volume adjustments will be made – these increases will be reflected in the annual allocation amount based on the previous year actuals.

### ***Funding Model Anomalies***

- There are two agencies where anomalies exist:
  - SECFS: The model calculates cases on the assumption that 7% of the on reserve child population is in care. For SECFS, it is close to 14% of the on reserve child population that is in care. This means that almost 50% of the cases are unfunded.
  - WRCFS: This agency has been in a pilot project for the past 15+ years using a block funding approach to maintenance. This has allowed the agency to develop a wide range of prevention programs. The funding model assumes that agencies are in the developmental stage with family enhancement. The new funding model will no longer provide the 'block' of maintenance funds. The net result is a reduction in funds to the agency.
- Discussions are ongoing with INAC on how to address these anomalies.

### ***Current Status of Release of Enhanced Funding***

- Agencies have been working on their Operations (Business) plans. Given that year 1 (2011/12) started in October/2011, a process of conditional approval of plans was used to expedite the release of the increased funds for 2011/12.
- Some agencies have received their 2011/12 increases from INAC based on the conditional approval of their plans. The others are pending submission of additional information.
- No provincial money for 2011/12 has been received as of this date. Some agencies have some outstanding items required in order to release these funds.

- No agencies have received final approval of their plans, although the final versions are now coming in and it is expected that these approvals will be largely complete by September 2011.
- Revised plans for 2012/13 funding must be in by the end of January 2012.

### ***Funding under the Funding Model***

- When fully phased in, by 2012/13, funding under the new model provides the agencies under the SFNNC with an overall average increase of 55%. There may be further increases / adjustments on the provincial model, depending on the actual case counts for future years.
- The following table compares the pre-funding model with the funding under the model for the southern FN CFS agencies (excluding ANCR).

Figure 4

	Federal	Provincial	Totals
<b>Model Funding</b>	30,741,221	29,398,905	60,140,126
<b>Pre Model Funding</b>	17,766,008	21,062,900	38,828,908
<b>Increase</b>	12,975,213	8,336,005	21,311,218
<b>Average Increase</b>	73%	40%	55%

- The table shows that federally, the average increase is 73% and provincially, it is 40%. There are significant variations between agencies.

## Administration

The SFNNC's annual operational planning work session was held in September 2010. The planning session considers the direction from the Board of Directors and the various child, youth, and family initiatives underway, as well as the operational requirements of the Authority. The annual work plan is a product of this work session.

The SFNNC's continues to utilize an internal database which was initially implemented in 2008/09. This database assists the Authority in tracking, monitoring, and evaluating its work, thereby improving services.

A comparison of the communications processed through the reception desk over the last 4 years is shown in the table below:

Figure 5

Communication Method	2007-08		2008/09		2009/10		2010/11	
	Total	Monthly Average	Total	Monthly Average	Total	Monthly Average	Total	Monthly Average
Phone calls	23,061	1,922	25,986	2,166	21,760	1,813	20,424	1,702
Faxes	2,318	193	3,220	269	2,328	194	2,514	210
Correspondence	2,432	203	2,624	219	2,684	224	2,531	211

## Information Technology

The Southern First Nations Network of Care (SFNNC) Information Technology (IT) Unit maintains and supports the SFNNC and its agencies computer systems. The SFNNC IT Unit responds to requests from agencies for desktop support. The IT Unit makes recommendations on the needs of agencies for new and /or the replacement of the existing equipment.

The SFNNC continues to be involved in discussions with the Province and with INAC to provide support and maintenance funding for all computers for every position within the agencies. The focus is on the currently unfunded pre-AJI provincial positions, new positions created since the transfers, and the positions responsible for federally funded work.

Agencies have been unable to fully use the Province's *Child and Family Services Information System* (CFSIS) at all sites due to connectivity/high speed internet issues. The SFNNC researched options for a solution and submitted a project proposal to the federal and provincial government. With a commitment of funds of \$1M from INAC for 2010/11, the Project began in March 2011.

Highlights of the Project are the following:

- The Project includes the SFNNC and nine of the CFS Agencies that operate under the umbrella of the Southern First Nations Network of Care (SFNNC). It will impact about 950 staff and include service files for about 7700+ cases. There are 63 sites involved - 40 on reserve and 23 off reserve. ANCR will be done at a later date.
- VLAN connections will be established at all sites, on and off reserve. It is expected that most sites will have the VLAN completed by December 2011. Implementation of the VLAN will give provide agencies with direct access to CFSIS. It will give them the capacity for internet phones and for video conferencing.
- VOIP phones (internet phone) will be set up at all sites. Agencies will be able to phone any site within the SFNNC network - within their own agency as well as within any other SFNNC agency, including the SFNNC - by simply pressing an extension number. This will provide agencies with significant savings in long distance phone costs.
- The SFNNC and all of its agencies (except ANCR) will be brought into a virtual server environment. This will reduce desktop support costs and will provide savings in software licenses. MS Office and ACCPAC will be provided to agencies. The virtual server environment will allow for new software versions to be rolled out to all agencies at the same time. It will eliminate the need for servers at each agency.



- New on-reserve computers have been purchased and will be rolled out as the VLAN and virtual server environment is implemented at each site.
- CFSIS training and data entry will begin in late 2011, both at agency sites and through the Education and Training Team.
- Implementing the TRIM Records Management system is being planned, both for the SFNNC and for the agencies.

## Human Resources

The Human Resources (HR) Unit has responsibility for a number of areas. These include:

- Developing and supporting the human resource capacity for the SFNNC
- Assisting and supporting southern CFS agencies in the development and maintenance of their human resource systems
- Working with the southern CFS Agencies to build an Aboriginal work force
- Coordination of the SFNNC and agency responses to information requests under the *Freedom of Information and Protection of Privacy Act* (FIPPA), the *Personal Health Information Act* (PHIA), and the *Public Interest Disclosure Act* (Whistleblower Protection)
- Managing and coordinating education and training services, including board training and development
- Supporting the ongoing development of Elder / Spiritual Caregiver services

Developing and supporting HR capacity for the SFNNC and the southern CFS agencies includes improving the HR practices within the SFNNC and the agencies in the areas of Employee Relations; Compensation and Benefits; Health and Safety; Training and Professional Development; and Human Resource Policies and Procedures.

During 2010/11, key activities for the HR Unit included:

- Completion of 360 Degree Performance Feedback template for Managers
- Conducted Human Resources Training and Standards for agencies
- Provided input with the ANCR Change Management project and was a member of the Change Management Implementation Committee
- Created and conducted performance review procedures for Chief Executive Officer
- Coached Agency management and human resources staff in areas of compensation, management issues, and staffing
- Responded to requests for information
- Recruitment and hiring

Work continued on the Recruitment and Retention Strategy, with a key focus on the ongoing development of an Aboriginal workforce. Education, training, recruitment and retention, professional development, workload management, healthy work environments, and fair compensation and benefit packages are all key elements to improve and enhance the workforce.

## Building an Aboriginal Work Force

Building an Aboriginal work force is an objective for the SFNNC, the southern FN CFS agencies, and ANCR. As of March 31, 2011, the Aboriginal status of staff was as follows:

Figure 6

Work Force	Southern Network	Agencies	ANCR
Aboriginal status	90%	81%	34%
Non-Aboriginal status	10%	19%	66%

### Human Resource Statistics for the SFNNC and Agencies

The following information outlines the human resource statistics for the SFNNC and its agencies (excluding ANCR) for 2010/11.

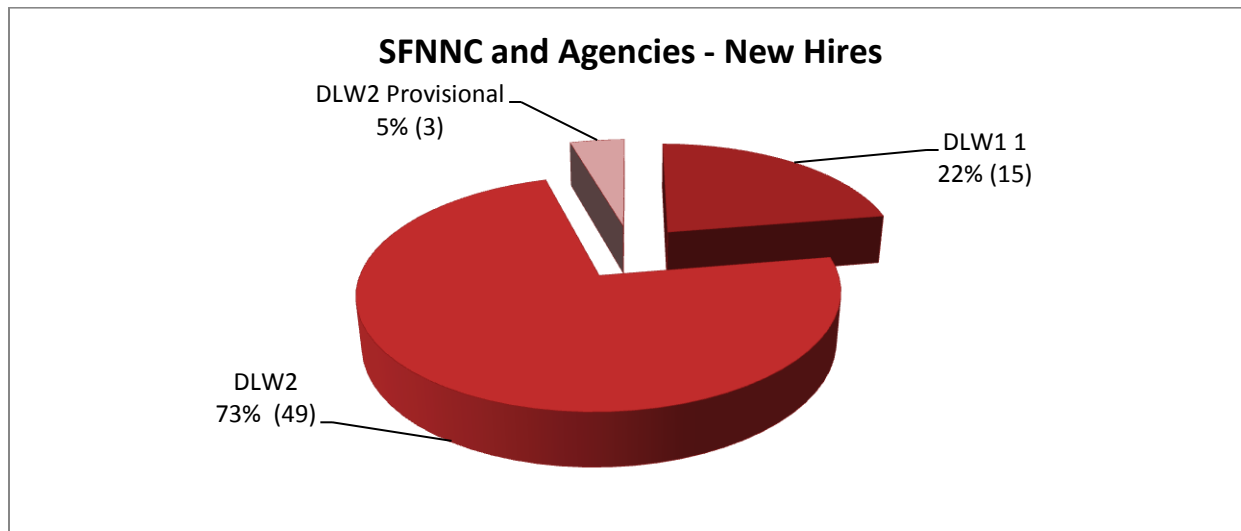
59% (516) of the social work staff at the SFNCC and its agencies have a social work degree, are enrolled in a social work degree program, or have another related post-secondary degree.

Of the 67 new hires at the agencies, 73% (49) met the requirements of the Designated Level Worker<sup>1</sup> 2 (DLW2), while 5% (3) were given a DLW2 provisional designation, and 22% (15) were given a DLW1 designation.

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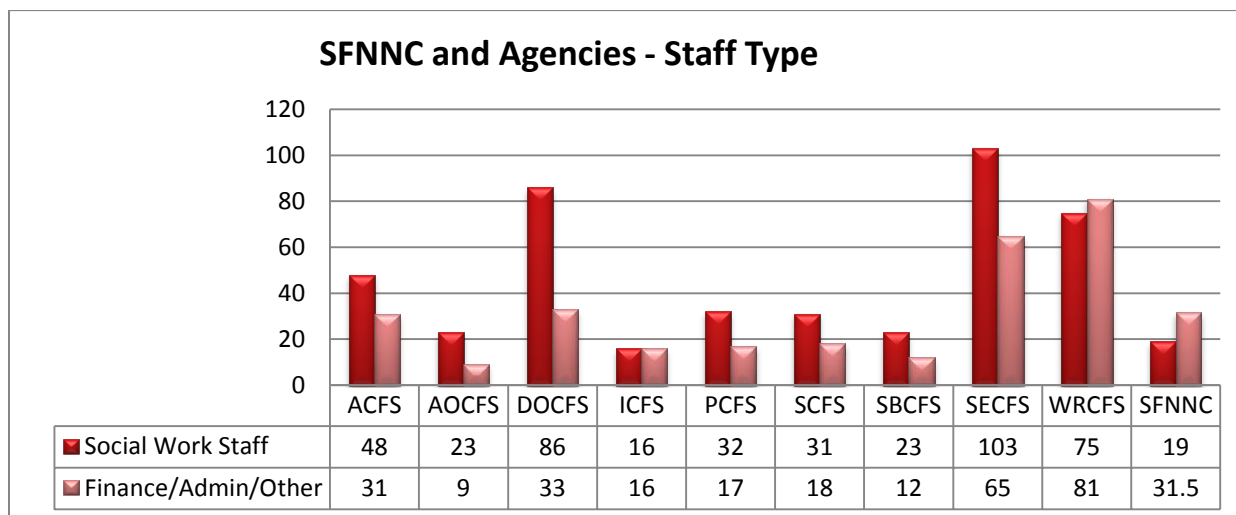
<sup>1</sup> Persons hired or retained as front line mandated workers must meet one of two designation levels at the time of entry: Designated Level – Worker 1 (DLW1) or Designated Level-Worker 2 (DLW2). For a more detailed description of these, please visit our website at [www.southernnetwork.org/workforce\\_qualifications.php](http://www.southernnetwork.org/workforce_qualifications.php) to view the Workforce Qualifications Standard for Front Line Workers.

Figure 7



The following table shows the number of social work staff and the number of finance, administrative and other staff at each agency and the SFNNC.

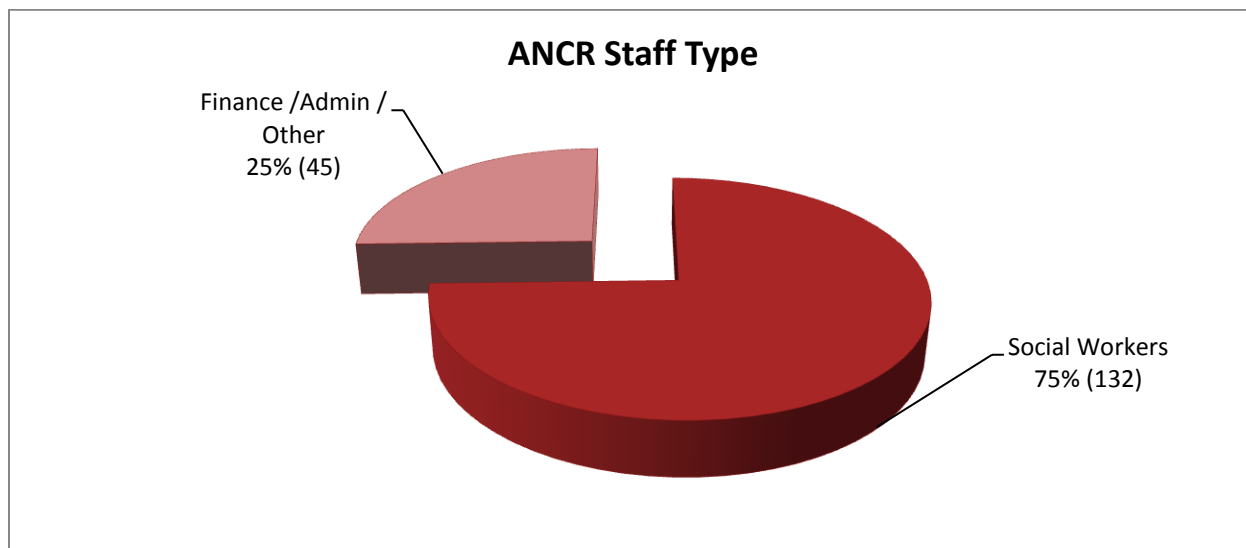
Figure 8



**Human Resource Statistics for ANCR**

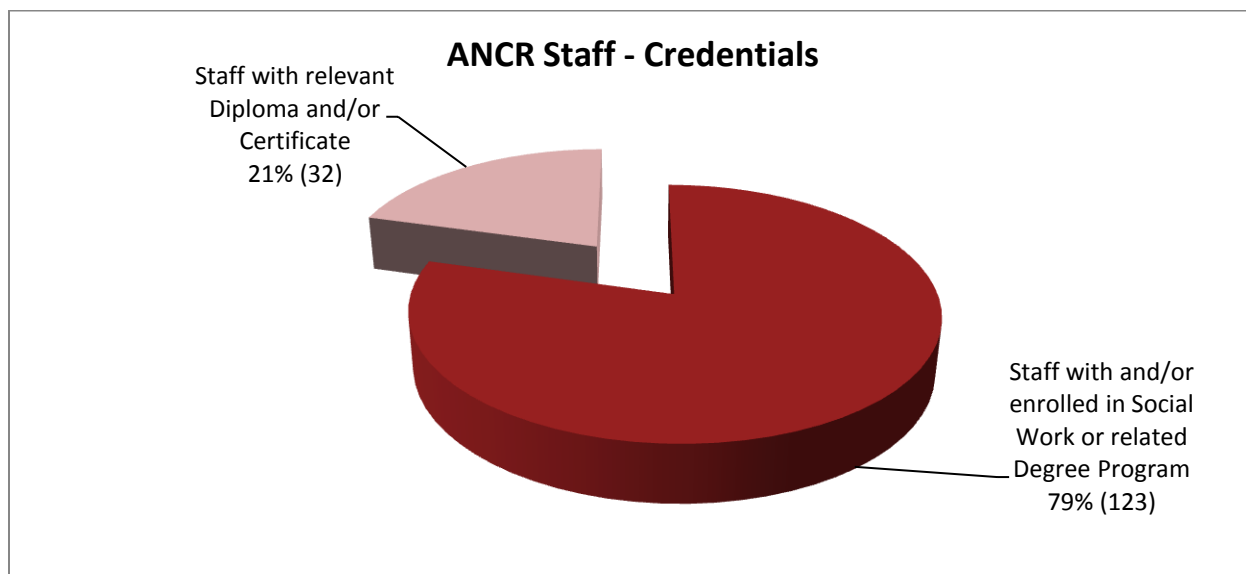
The following graphs show the human resource statistics for ANCR for 2010/11. As of March 31 2011, 75% (132) of ANCR staff were in social work positions and 25% (45) were in finance, administration and other types of positions.

Figure 9



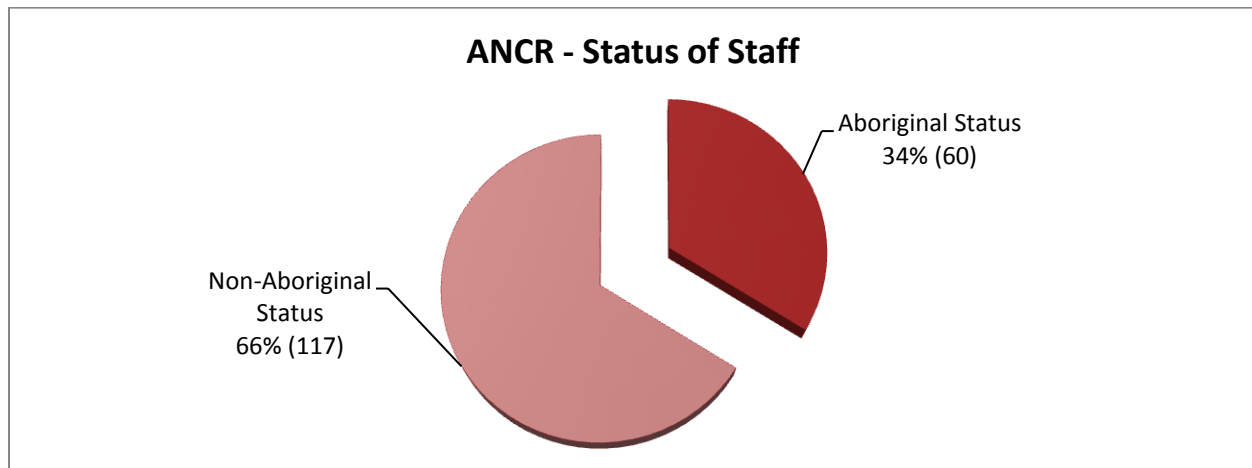
At ANCR, 79% (123) of the social work staff have a Social Work degree, are enrolled in a social work degree program or have a related post-secondary degree. 21% (32) have a relevant diploma/certificate.

Figure 10



As shown in Figure 11, The ANCR workforce is comprised of 34% (60) staff who identified themselves as Aboriginal and 66% (117) Non-Aboriginal.

Figure 11



## Public Interest Disclosure Act (Whistleblower Protection)

The SFNNC received no complaints under this legislation in 2010/11.

## Freedom of Information and Protection of Privacy Act (FIPPA)

*“The Freedom of Information and Protection of Privacy Act (FIPPA) is an information rights statute that gives an individual a legal right of access to records held by Manitoba public bodies, subject to specific and limited exceptions. The Act also requires that public bodies protect the privacy of an individual’s personal information existing in records held by public bodies. FIPPA came into force on May 4 1998 and replaced The Freedom of Information Act.”*

Additional information can be located at the following link: [www.ombudsman.mb.ca/fippa](http://www.ombudsman.mb.ca/fippa).

### ***FIPPA/ PHIA Coordinator***

The role and responsibility of the FIPPA/PHIA Coordinator is to act as liaison between the First Nations of Southern Manitoba CFS Authority and its member-agencies. All FIPPA requests and PHIA complaints are directed to the FIPPA Coordinator from the Access and Privacy Coordinator, Child Protection Branch or Office of the Ombudsman. The FIPPA/PHIA Coordinator coordinates the compilation of information and ensures timelines are met.

**April 1 2010 – March 31 2011**

Eight (8) FIPPA requests were received at the Authority of which four (4) were Authority/Agency-specific; two (2) were Authority-specific; and two (2) were Agency-specific.

Of the (8) requests received, all were completed/closed.

**Personal Health and Information Act (PHIA)**

*“The Personal Health Information Act (PHIA) was proclaimed on December 11, 1997. It was the first legislation of its kind in Canada designed specifically to provide access to information rights and protection of privacy rights concerning personal health information.”*

PHIA applies to "trustees": health professionals, health care facilities, public bodies and health services agencies that collect or maintain personal health information. The Act governs an individual's access to his or her own personal health information held by trustees and sets out requirements that trustees must follow to protect the privacy of personal health information. Additional information on the PHIA can be

**April 1 2010 – March 31 2011**

One (1) PHIA complaint was lodged with the Office of the Ombudsman which was Agency-specific. The complaint has since been investigated and closed.

Additional information can be located at the following link: [www.ombudsman.mb.ca/phia](http://www.ombudsman.mb.ca/phia).

**Agency Board Development and Strategic Planning**

Agency board development and strategic planning are an important part of a strategy aimed at effective board leadership practices and long-range planning which contribute to making a positive difference in achieving the SFNNC vision.

During the year the governance coach contracted by the SFNNC concentrated on working in collaboration with the Peguis Child and Family Services Board of Directors to implement governance-related recommendations of their agency's Section 4 review. The SFNNC uses a "find and fix" approach to address challenges identified during the review process. As a result, by the time the report was released in November 2010, many of the recommendations in this area had been implemented.

Cooperation of the Peguis Board of Directors to work with the governance coach and their enthusiasm to address preliminary findings of the Section 4 review and to fully implement recommendations of the final report has resulted in major progress in the leadership of that agency.

During the Peguis review process governance support was provided in a number of areas including by-law review, policy development, code of conduct, board and executive director evaluations, agenda planning, community engagement and executive director recruitment. The SFNNC will continue to provide support to the Agency in its efforts to achieve their goal of governance excellence.

Plans are in place to conduct other reviews as part of a proactive strategy to build agency capacity and to support them in fulfilling their roles and responsibilities.

The SFNNC has been working with some of the agency boards to draft a governance manual which will assist agency boards with carrying out their responsibilities. Further review and discussion will take place prior to finalizing and distributing the document.

In July 2010, SFNNC representatives including two of its board members and the governance coach made a presentation entitled *Cultural Factors in Implementing Policy Governance* at the 2010 International Policy Governance Conference.

A SFNNC planning committee to organize a three day board governance workshop was active throughout the year. The themes for the three days are Foundations of First Nations Leadership, Board Leadership, and Agency Results. The event is planned for October 2011.

All of the governance reviews conducted to date have identified a need for agencies to strengthen long range planning. The governance coach designed a strategic planning workshop which was piloted in October 2010. Based on the feedback received a draft guide/workbook was developed. The experience gained by the agencies and the SFNNC through the business planning exercise will contribute towards the goal of a coordinated long range planning approach for the Southern First Nations Network of Care.

## **Elder / Spiritual Caregiver**

The purpose and concept of a Southern First Nations Network of Care Elders Council is to provide cultural advice and guidance to the SFNNC. Elders will bring forth their knowledge and wisdom to encourage and give guidance in regards to Aboriginal culture, traditions, values, and spirituality. As well they will ensure the Aboriginal way of life is respected, included and becomes a primary focus for our children, youth, and families.



The SFNNC Elders Council had its inaugural meeting in June 2010 at Long Plain. This event included a feast and ceremony. Membership on the Elders Council was finalized by the SFNNC Spiritual Caregiver/Elder, based on names submitted by each SFNNC agency.

The Elders Council meets on a quarterly basis and is in the process of drafting terms of reference guide its work with the SFNNC. They have been called upon to provide cultural services at different times throughout the year and for specific events. The Elders have indicated their intent to be a visible and transparent cultural body within the SFNNC, and to actively assist on matters and concerns of culture and spirituality applicable to First Nations child welfare. Further discussion is underway to determine the variety of ways in which this can be done.

The SFNNC provides administrative support to the Elders Council as needed. This includes being the main contact making the arrangements for their meetings, meals, accommodations, travel and whatever support services are necessary.

## Education and Training

Education and training is a key element of a strategy that seeks to establish and maintain a qualified Aboriginal workforce for the child and family services system.

The Education Services Unit coordinates and provides comprehensive training for its member agencies, staff and citizens of the communities that we serve. Continued efforts with the University of Manitoba (U of M) to establish certificate, diploma and degree programs in support of a quality workforce and delivery of services to and for our First Nations children, youth, and families, are near completion.

The Interdisciplinary Studies Certificate (IDSC) program, delivered through Aboriginal Focus at the U of M was initiated at Long Plain and Little Grand Rapids in January of 2011. The IDSC Certificate provides opportunity for entry level certification in Child and Family Services, which applies as credit to the two year diploma, which then ladders as credit to the BSW degree through the University of Manitoba. An additional three sites for the IDSC program are planned for September of 2011. In addition, a BSW cohort with specialization in First Nations Child and Family Services is planned for Portage la Prairie for September 2011.

In the Core series of training, there is a process underway to have the Core training delivered as a component of the IDSC with applied credits.

In Supervisory training, discussion towards establishing a certificate in Supervision is well on its way. Our goal is to have the Supervisory certification granted credit toward a BSW. For those who complete the Supervisory certification and already have a BSW, the goal is to have the certification granted credit toward a MSW.

The SFNNC is in partnership with the Metis Authority in a BSW Co-hort through the U of M which started in January 2009. This co-hort is delivered through Distance Delivery Social Work Program/Blending Learning Model. Graduation is scheduled for 2013.

The Educational Services Unit Professional Framework established the following goals:

- Education and Professional Plan in full implementation at 2014
- Agreement with institution of choice for an Indigenous BSW/MSW
- Funding source identified for Indigenous BSW/MSW
- Establishment of a pool of 100 BSW Graduates by 2014

The Education Services Unit is on track to meet these goals.

In partnership with the Province, the Joint Training Team coordinators continue to work on development of a 5 day Orientation to Child Welfare System. The Binder has been completed for the 5 day training with further development of training prior to roll out in the fall of 2011. The SFNNC has partnered in training such as Exploitation/Absent & Missing Children and Mandatory Reporting of Child Pornography and is working with collaterals, such as KLINIC and Manitoba Justice, in the development of curriculum such as Domestic Violence.

In partnership with the RCMP D. division, Winnipeg police, and the Child Protection Branch, all four Authorities participated in one week of extensive training in the Dr. Yuille Step-wise training in Child Interview Techniques, which will have Child Welfare and the Police conducting interviews in partnership. This training was rolled out in Winnipeg, Brandon, Dauphin and Selkirk, with RCMP and Child Welfare representation at 10 seats each. This training will continue to be delivered in the upcoming year in the various locations.

All four Authorities and the Child Protection Branch co-hosted the fourth Child Abuse Committee Coordinators Conference on February 9 – 11, 2011. The conference was held at the Greenwood Inn and was well attended with recommendations that a conference be held annually.

We have held a number of Applied Suicide Intervention Skills Trainings (ASIST) this year and most of the people that attended the Train the Trainer program are now certified trainers. For the year, we trained a total of 178 staff and Foster Parents in ASIST from all our agencies.

In addition to training events, the 2010/11 activities of the Southern First Nations Network of Care included participation on committees and working groups related to training including: Foster Care Education Committee; SFNNC Workforce Qualifications Standards Committee; Core Competency; Youth

Suicide Strategy Work Group; Changes for Children; Child Protection Branch; Winnipeg Police; University of Manitoba Working Group; Joint Training Team; Authority specific committees; SFNNC Annual General Meeting; and Team Building events.

In 2010/11, there were 2084 registrations for the various training events. This included agency staff, authority staff and other community service providers. The details of training/workshops/programs and participant levels are provided below:

Figure 12

Workshops and Training Programs Offered in 2010/11		
Program	Number of Sessions	Number of Participants
Applied Suicide Intervention Skills Training (ASIST)	13 Sessions	178
Attachment Level 2	2 Sessions	44
Board Leadership	10 Sessions	181
CFS Standards on Child Sexual Exploitation/Absent & Missing Children	1 Session	24
CFSIS Training	4 Sessions	43
Child Abuse Conference	1 Session	20
Child Abuse Investigation Techniques	1 Session	12
Colonization-Decolonization	1 Session	17
Conflict Management	1 Session	11
Core 320/833: Understanding & Working with Children & Youth Who Have Been Sexually Exploited	2 Sessions	2
Core 501 / 502 / 503 / 504	6 Sessions	53
Core 100 / 102 / 103	6 Sessions	155
Criminal Risk Assessment	2 Sessions	13
Domestic Violence	3 Sessions	36
Excel Level 1 & 2	2 Sessions	8
FASD Basics	6 Sessions	173
FASD –Learning the Dance	1 Session	73
FASD-Learning the Dance Sensory Regulation	1 Session	16
FASD- Attachment	1 Session	84
FASD- Attachment & Developmental Trauma	1 Session	55
First Aid/ CPR	3 Sessions	88
Integrated Practice Model	1 Session	2
Interdisciplinary Certificate Program		
Long Plain	2 Sessions	44
Little Grand Rapids	2 Sessions	34
Medicine Wheel Conference	1 Session	2
Non- Violent Crisis Intervention	6 Sessions	104

<b>Power Point Level 1</b>	1 Session	5
<b>Project Management Fundamentals</b>	1 Session	5
<b>Project Management Level 1</b>	1 Session	6
<b>Relation Based Strengths Approach to Discipline (RBSA)</b>	5 Sessions	214
<b>Records Management</b>	1 Session	16
<b>Standards Training</b>	2 Sessions	50
<b>Structured Decision Making</b>	10 Sessions	211
<b>Supervisor Victim Management</b>	1 Session	4
<b>Tattered Teddies/ SafeTALK</b>	3 Sessions	34
<b>Team Investigation of Child Sexual Abuse</b>	4 Sessions	11
<b>Team Abuse Investigation with Dr.Yuille</b>	1 Session	6
<b>Team Abuse Investigation with Dr.Yuille "Train the Trainer"</b>	1 Session	2
<b>Youth Suicide Prevention</b>	3 Sessions	48
<b>Total Registrations</b>		<b>2084</b>

## Service Support

### Duties and Responsibility under Legislation

The Southern First Nations Network of Care (SFNNC) carries out the duties and responsibilities assigned in *The Child and Family Services Act*. The following provides an overview of the type and volume of work in 2010/11.

#### **Authority Determination Process**

The *Authority Determination Process* (ADP) is a key feature of the restructured system. It is the process by which an *Authority of Service* and a service provider is determined based on the choice of the family. Families complete an ADP form at the point of Intake. They may subsequently request a *Change of Authority*. In 2010/11, the SFNNC received a total of 16 Change of Authority requests. 8 were approved, 6 were denied and 2 were pending. The nature of the Change of Authority requests was as follows:

Figure 13

From SFNNC to another Authority	3
From another Authority to the SFNNC	13

There were 68 requests for information and/or follow up on the Authority Determination Process. These requests originated from agencies, families, and collaterals. Examples of the types of requests include:

- Information about the services provided by SFNNC agencies
- Follow up on assigning an appropriate service provider agency
- Coordination of service where more than one Authority was involved with a family

#### **Mandating Agencies**

Under legislation, CFS Authorities are responsible for mandating new agencies. No new agencies were mandated in 2010/11.

The SFNNC Board and management is currently in the process of developing a policy that will guide the responses and decisions made to requests for separate agency status/new mandates. This work includes a literature review, data collection and analysis, and a review of current models that exist. Key issues to be considered and addressed are the need for increased community involvement in child and family services, size of communities and economies of scale, and the implications of the new funding model for the establishment of new agencies.

**Intake**

The Intake Coordinators serve as a direct resource and liaison for the SFNNC, agencies, and collaterals. The Intake Coordinators screen all intakes, complete the initial documentation, and forward the files for further follow up if required.

A total of 1022 Intakes (an average of 85 per month) were received in 2010/11. Of these, 756 (74%) were opened and closed at Intake (generally within a five day period) and 266 (26%) were assigned for further follow up.

The following graphs show the total number of Intakes for 2010/11, the number of intakes per month, source of intakes, type of contact, agency subject of intake, the nature of intake and provide a comparison to previous years.

Figure 14

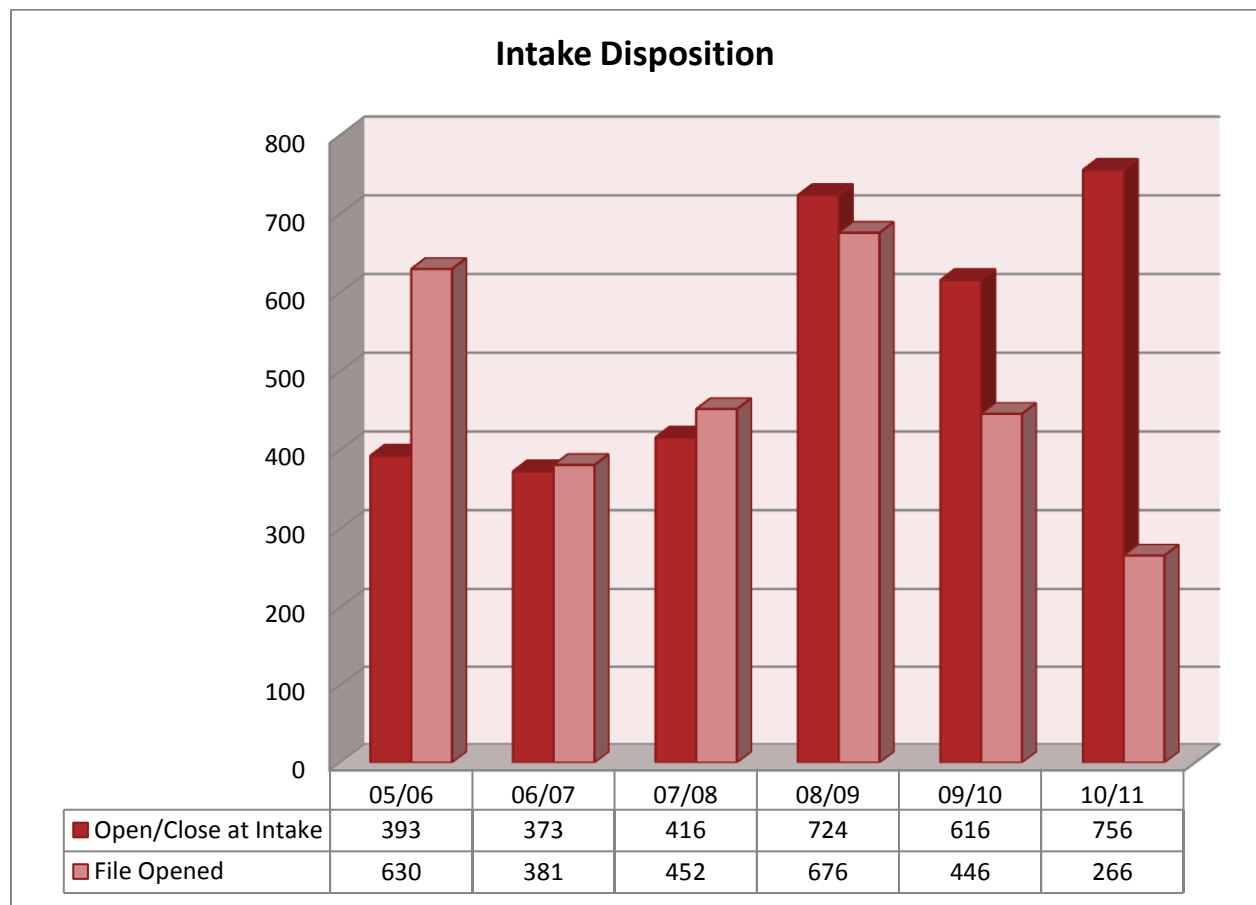
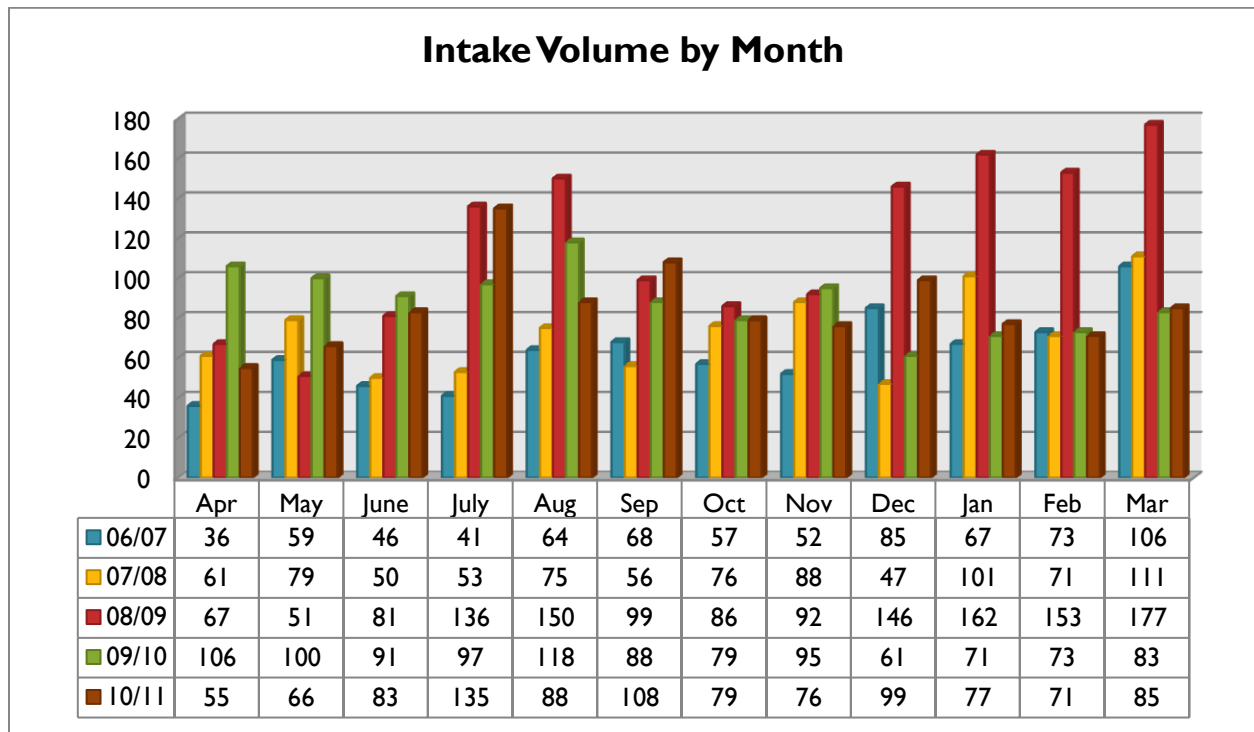
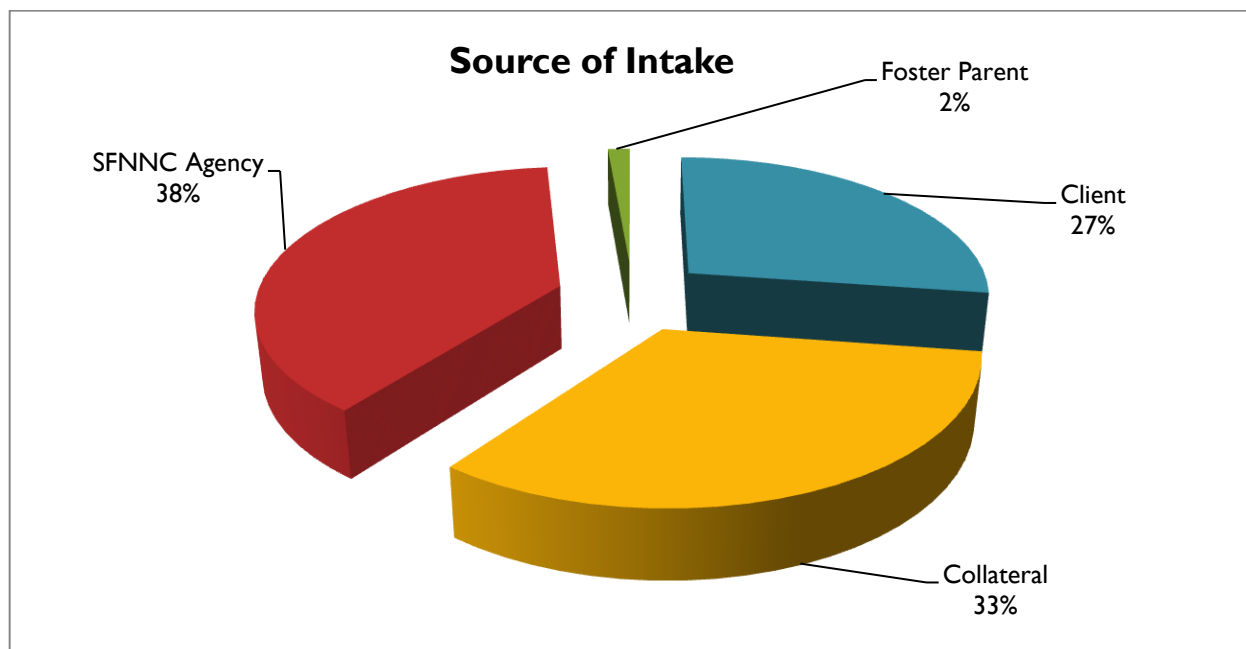


Figure 15



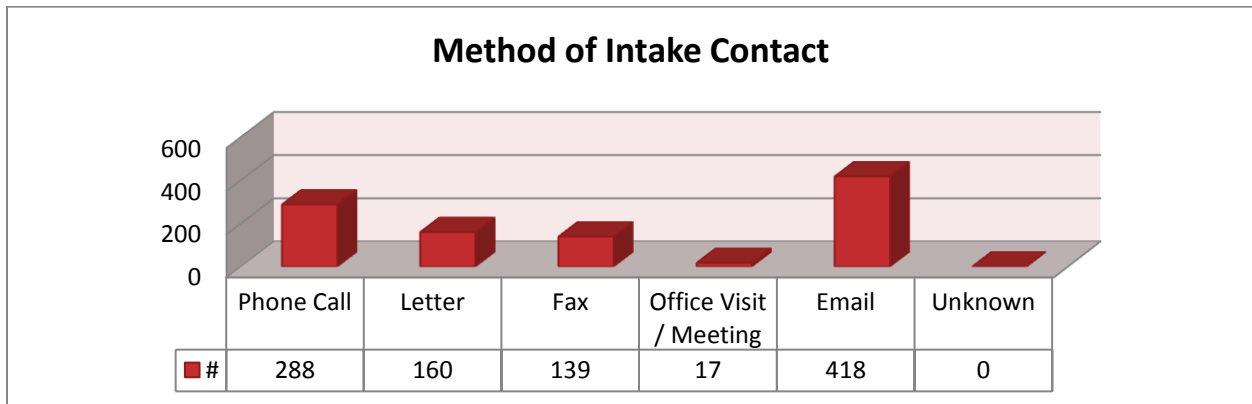
The source of intakes included 392 (38%) originating from southern First Nation CFS agencies compared to 532 (50%) in 2009/10. 279 (27%) were from clients, 337 (33%) from collaterals, and 14 (2%) of the intakes originated from foster parents.

Figure 16



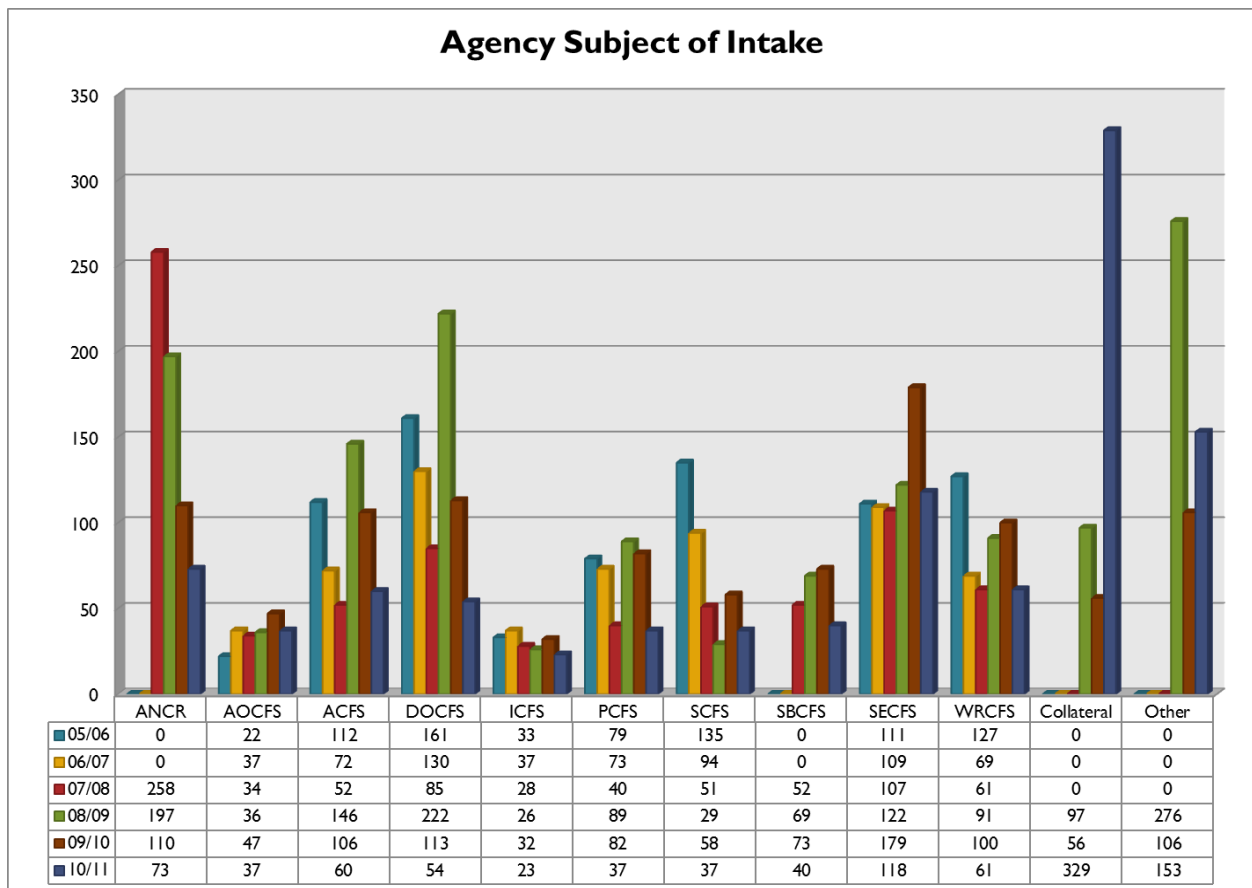
The method of Intake contact included 288 phone calls, 160 letters, 139 faxes, 17 office visits / meetings, and 418 emails.

Figure 17



Of the total intakes, 540 (53%) related to a southern First Nation CFS Agency. The remaining 482 (47%) of the Intakes were related to other agencies / organizations or issues of a general nature.

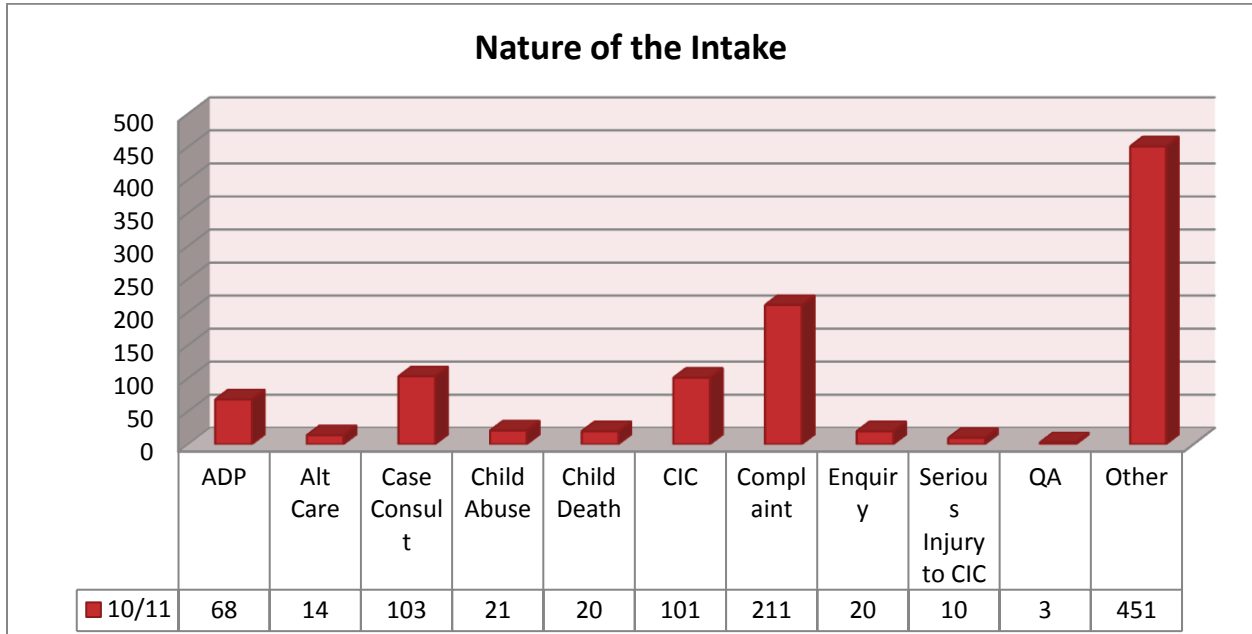
Figure 18





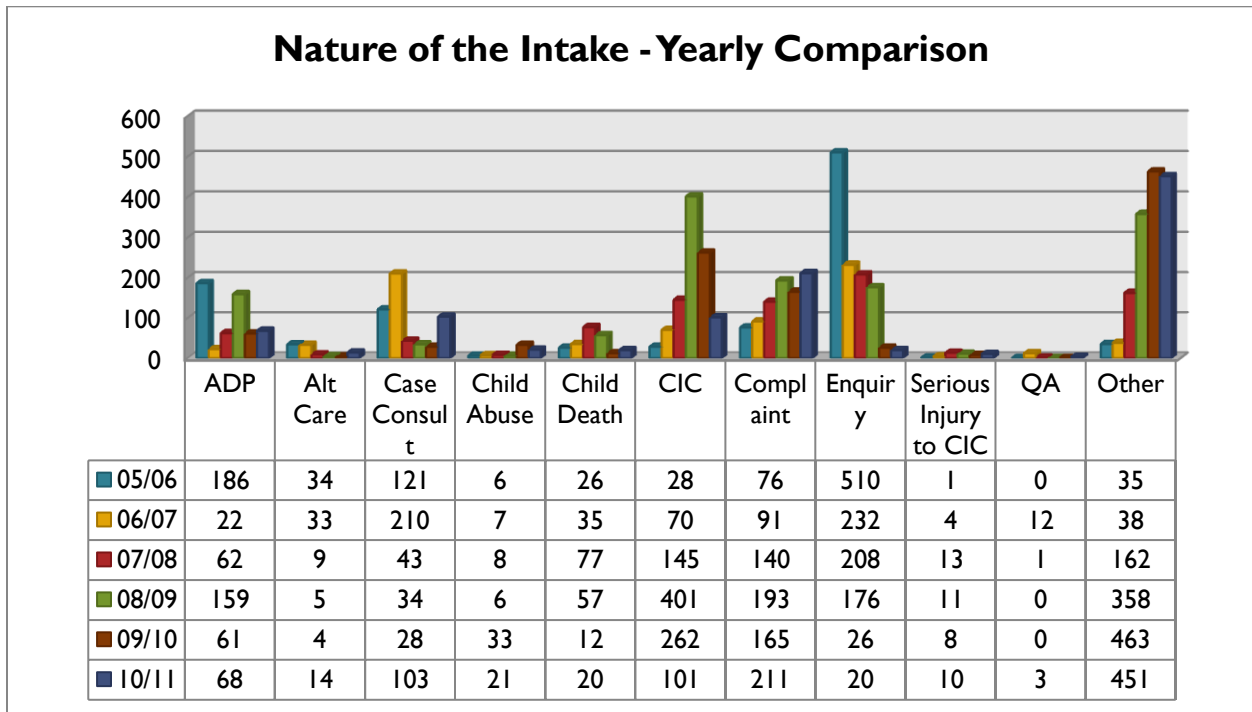
The nature of the Intakes included enquiries/request for information, complaints and case consultations. The nature of the intakes for 2010/11 was as follows:

Figure 19



The following table provides a comparison of the types of Intakes since 2005/06.

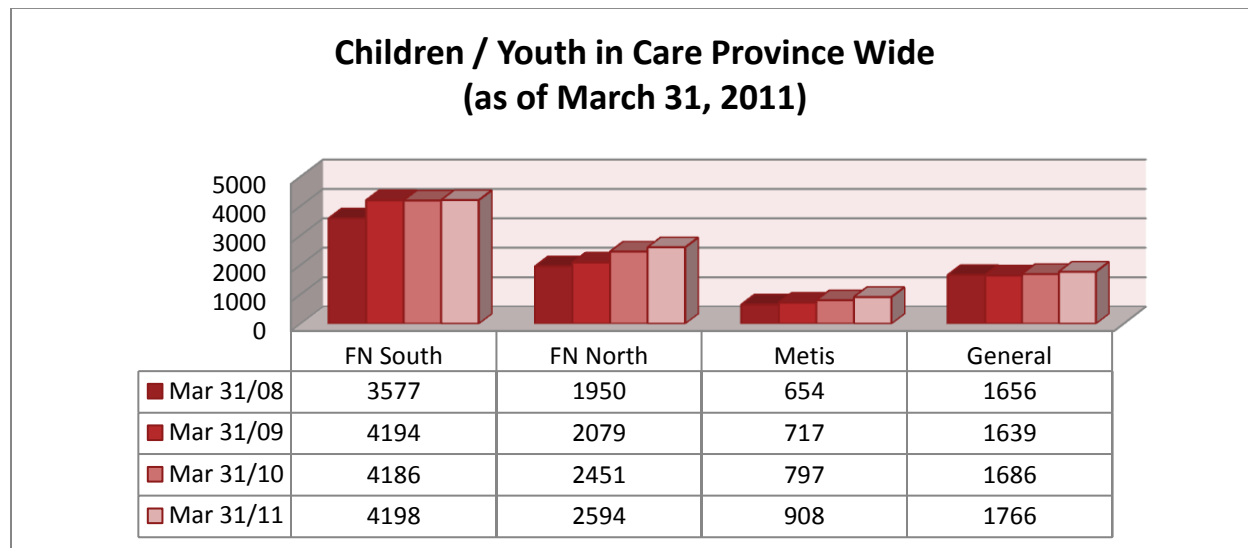
Figure 20



**Children / Youth in Care**

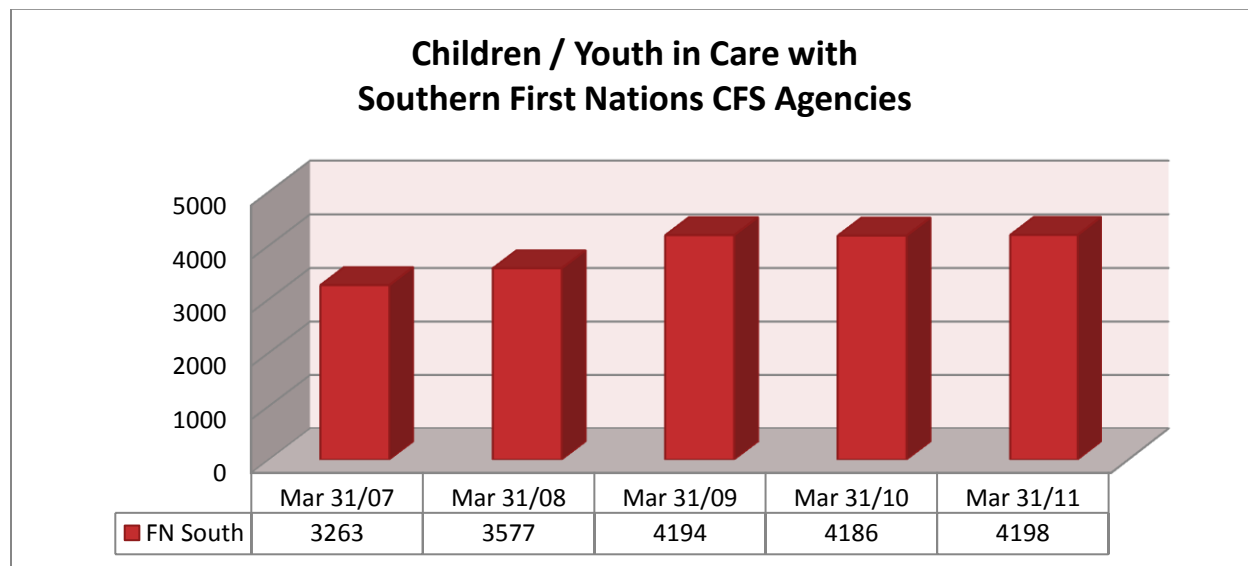
As of March 31/11, there were 9466 children/youth in care in Manitoba. 44% were from SFNNC agencies. The following table illustrates the children/youth in care by Authority:

Figure 21



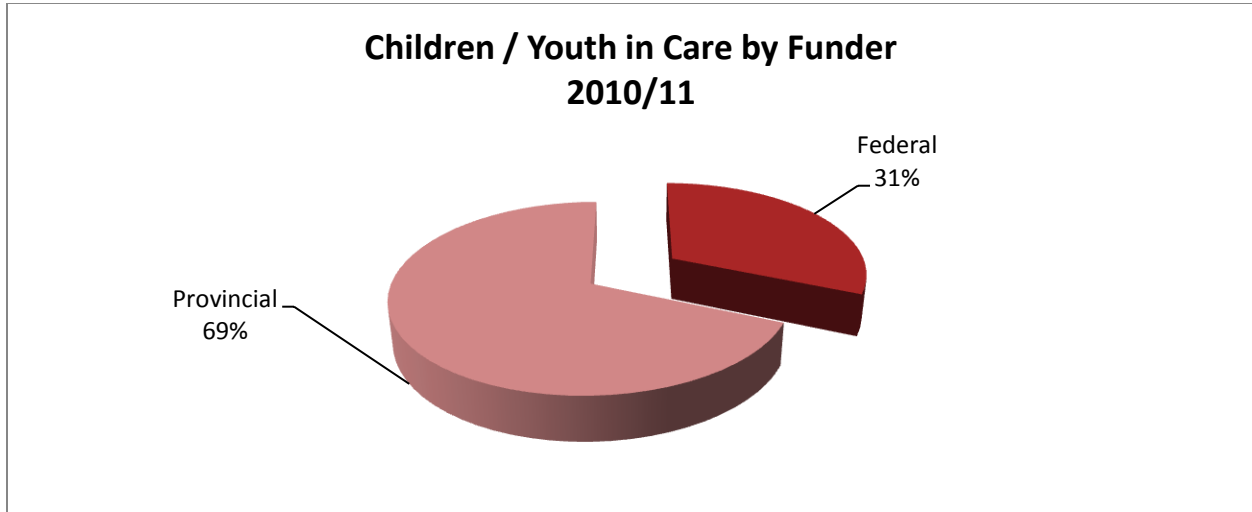
As of March 31/11, there were 4198 children/youth in care of the SFNNC agencies. This represents a 0.29% increase in total number of children/youth in care from 2009/10. The following chart compares the number of children/youth in care with the SFNNC Agencies in 2010/11 with that of previous years. This includes both federal and provincial funded cases.

Figure 22



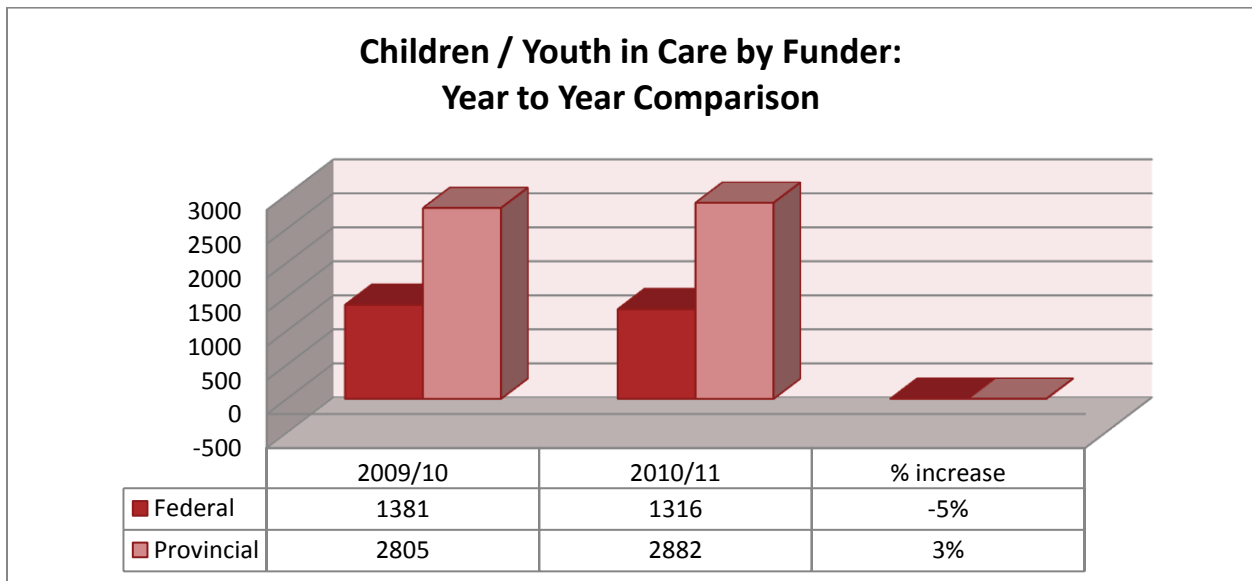
Of the 4198 children/youth in care with the SFNNC CFS agencies at the end of March 31/11, 1316 (31%) were federally funded. This compares to 1381 (33%) federally funded children/youth in care as of March 31/10.

Figure 23



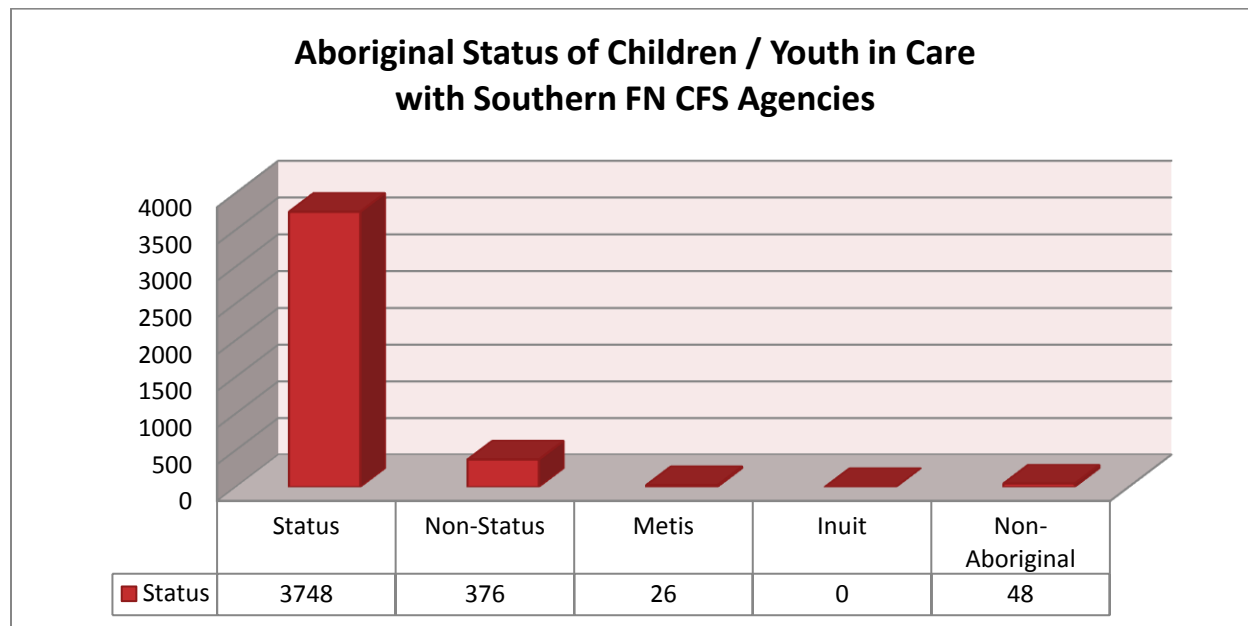
Children/youth in care increased by 0.30% overall for the SFNNC CFS agencies. When the children/youth in care are separated out by funder, there is a 5% decrease in federally funded children/youth compared to a 3% increase in provincially funded children/youth. Based on population statistics collected by Indian and Northern Affairs Canada (INAC), federally funded children/youth under the age of 18 and in care with SFNNC agencies make up about 7% of the on-reserve child population.

Figure 24



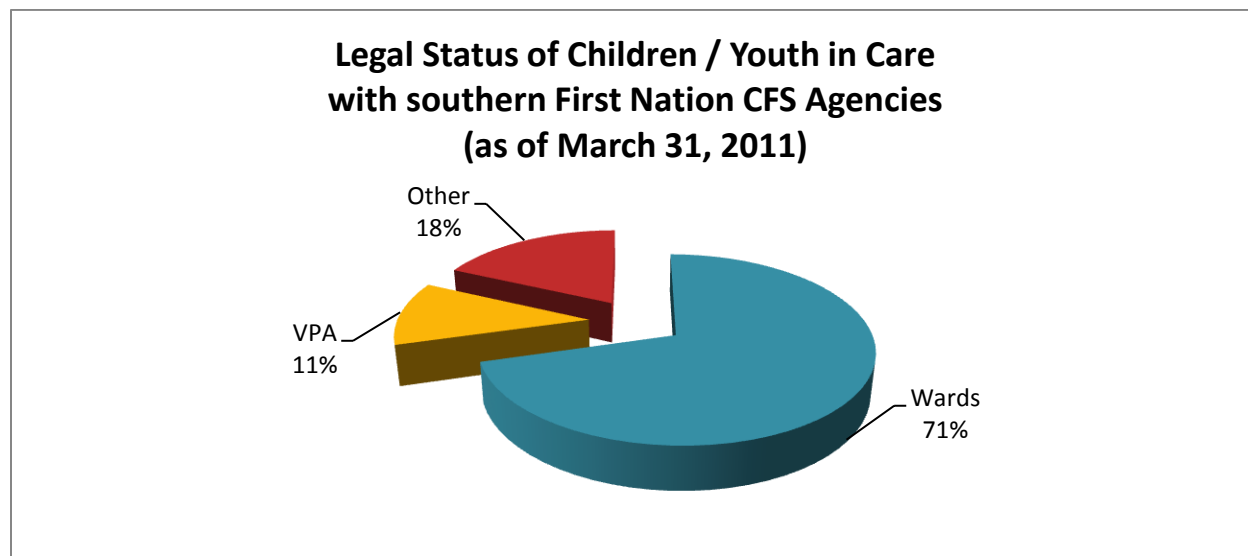
Of the children/youth in care with SFNNC agencies, 89% had status, 9% were non-status, 1% were Metis. No children/youth were identified as Inuit, while 48 children/youth (1%) were non-Aboriginal.

Figure 25



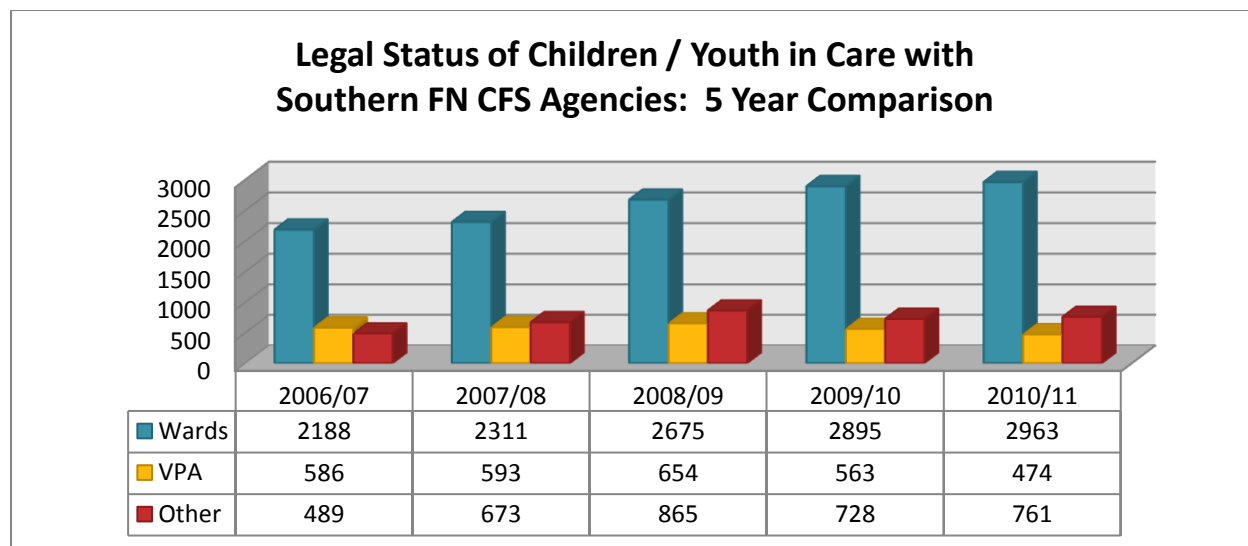
Of the 4198 children/youth in care at March 31/11, 71% were wards (permanent wards, temporary wards, and voluntary surrender of guardianship), 11% were in care through a voluntary placement agreement (VPA), and 18% were either under apprehension or in transitional planning (extension of care).

Figure 26



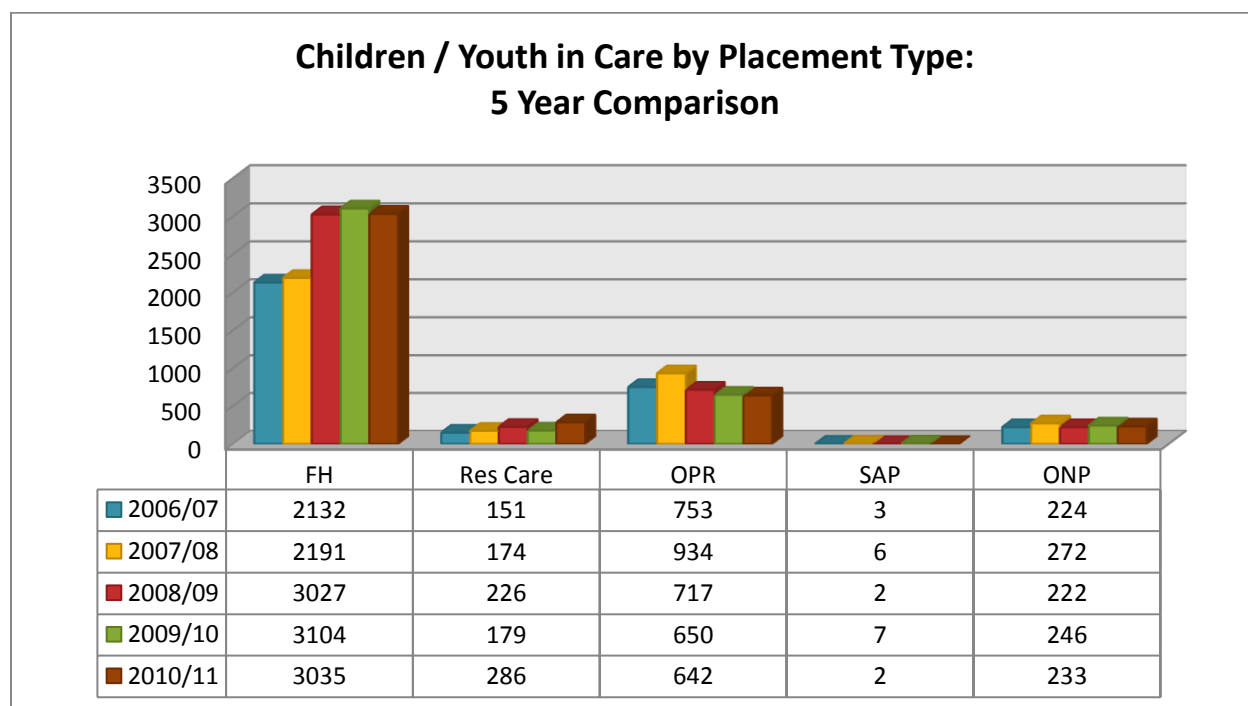
The following table provides a comparison of children/youth in care by legal status in 2010/11 with previous years.

Figure 27



As of March 31/11, 3035 (72%) of the children/youth in care were placed in foster homes. The following table shows the comparison of placement type for children/youth in care in 2010/11 with previous years.

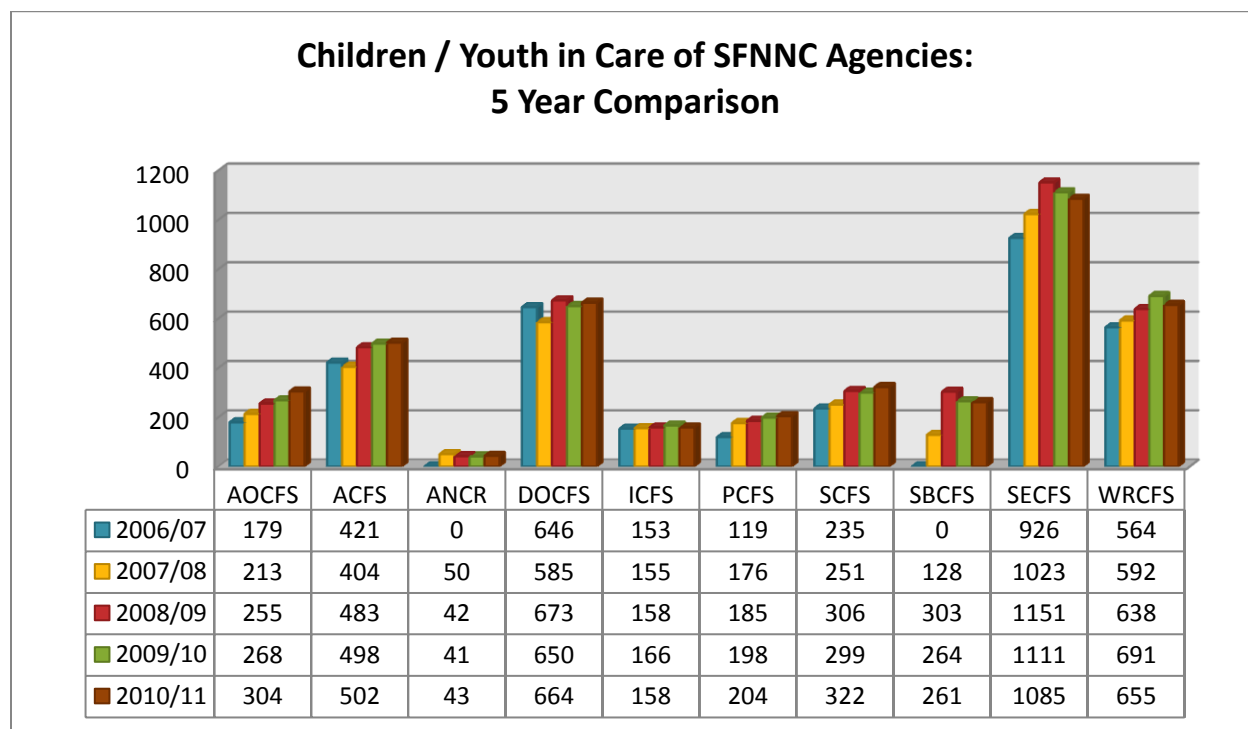
Figure 28



- Note: FH: Foster Home** (includes foster homes; specialized foster homes)
- RC: Residential Care** (includes group homes; treatment centers; group care arrangements)
- OPR: Other Paid Resource** (e.g. places of safety; independent living; out of province placements)
- SAP: Selected Adoption Placement**
- ONP: Other Non-Paid Care** (e.g. health facility; correctional facility; reunification in own home; non-paid care with relatives)

The number of children/youth in care as of March 31/11<sup>2</sup>, along with a comparison with previous years, by agency, is provided below:

Figure 29

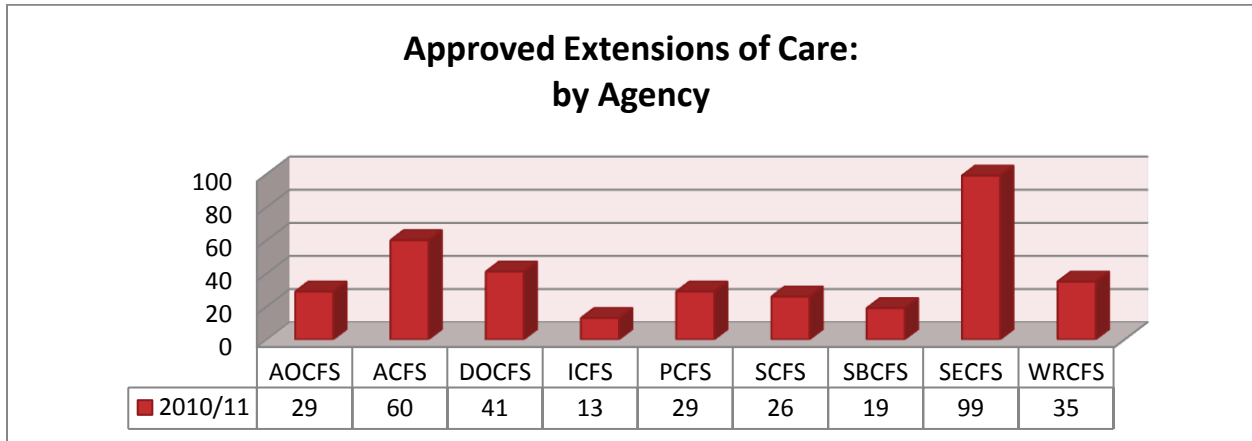


The CFS Act allows for extensions of care for children/youth who reach the age of majority but continue to require support and who are in agreement with an extension.

In 2010/11, SFNNC staff reviewed and approved for extensions of care for 351 youth reaching the age of majority. By agency, the Extensions of Care were distributed as follows:

<sup>2</sup> The statistical information used for Children/Youth in Care and Case Management comes from the Province of Manitoba year end case numbers. These numbers are reported by the agencies. If agency file reviews indicate any error in the data provided, the numbers will be corrected and noted in subsequent annual reports.

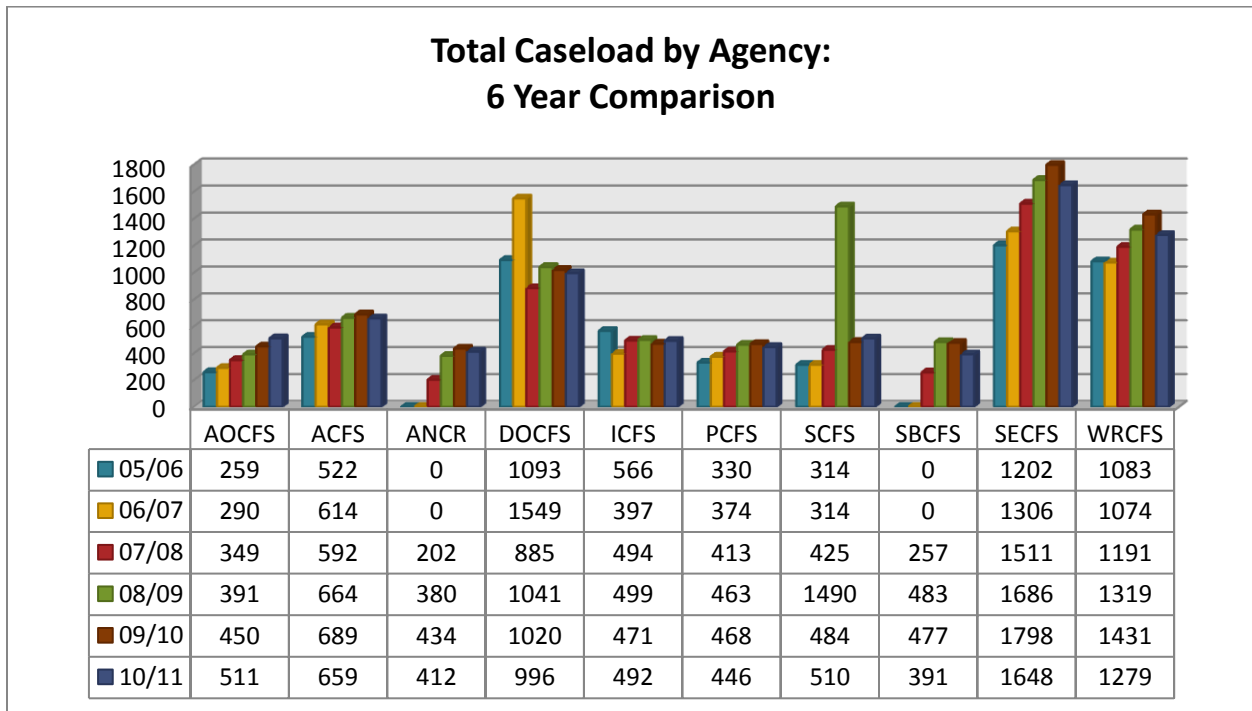
Figure 30



### Case Management

As of March 31/11, the SFNNC CFS agencies and ANCR had a total case count (children/youth in care and family service cases<sup>3</sup>) of 7344, compared to 7722 cases at the end of March 2010. This represents a 5% decrease in volume. This number includes both the federally and provincially funded cases. The following chart shows a six year comparison:

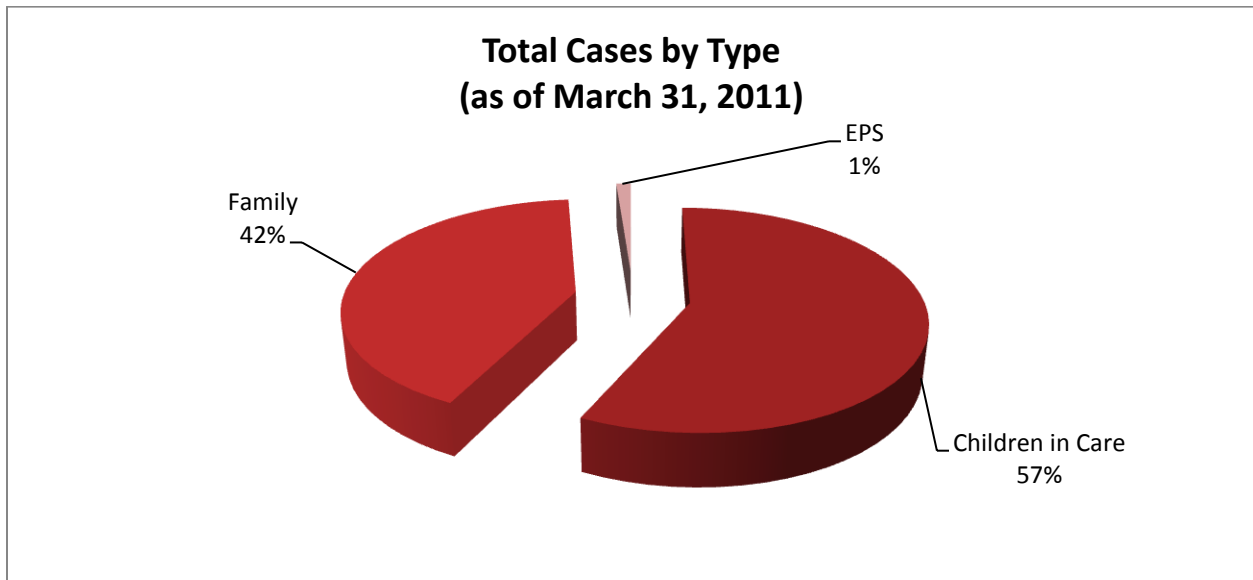
Figure 31



<sup>3</sup> Family Service Cases include Voluntary Family Services, Minor Expectant Adolescent Parents, and Protection Family Cases / Protection Services to Children in their own home.

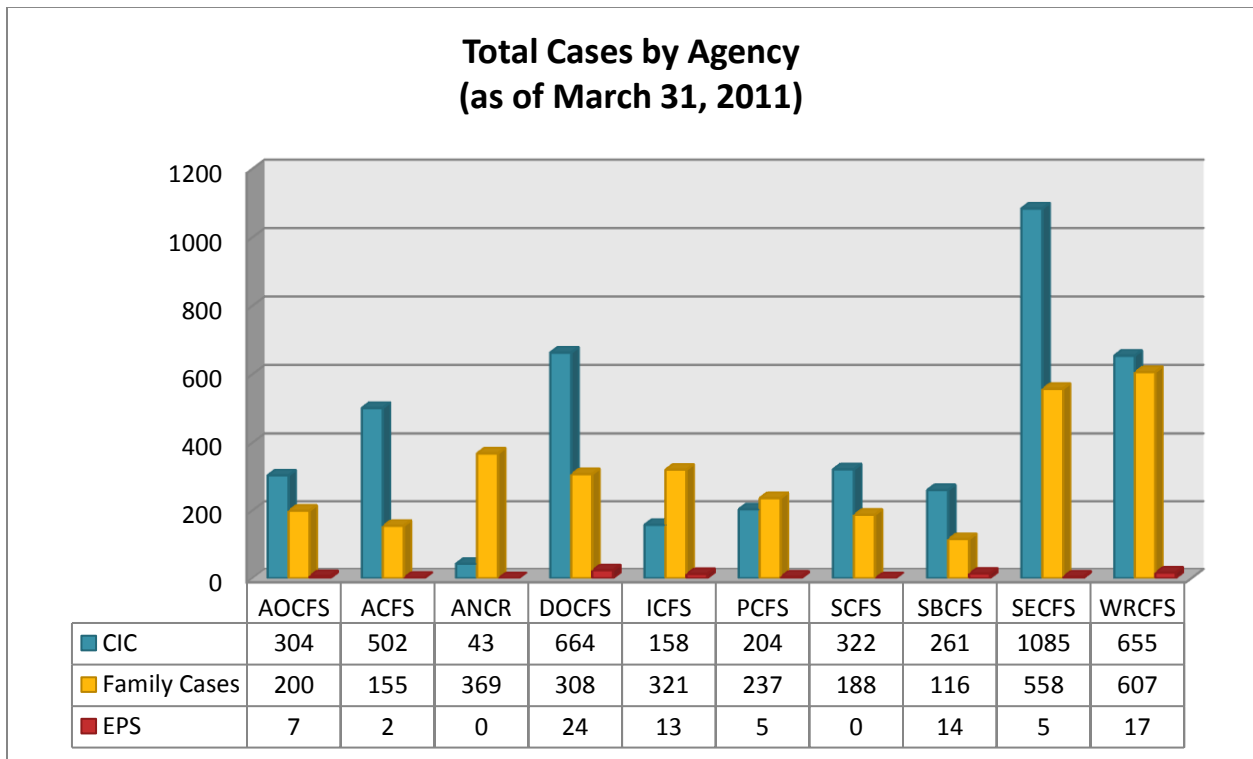
Of the total cases as of March 31/11, 4198 (57%) were children/youth in care, 3059 (42%) were family cases, and 87(1%) were cases of expectant adolescent parents (EPS) receiving services.

Figure 32



By agency, these were distributed as follows:

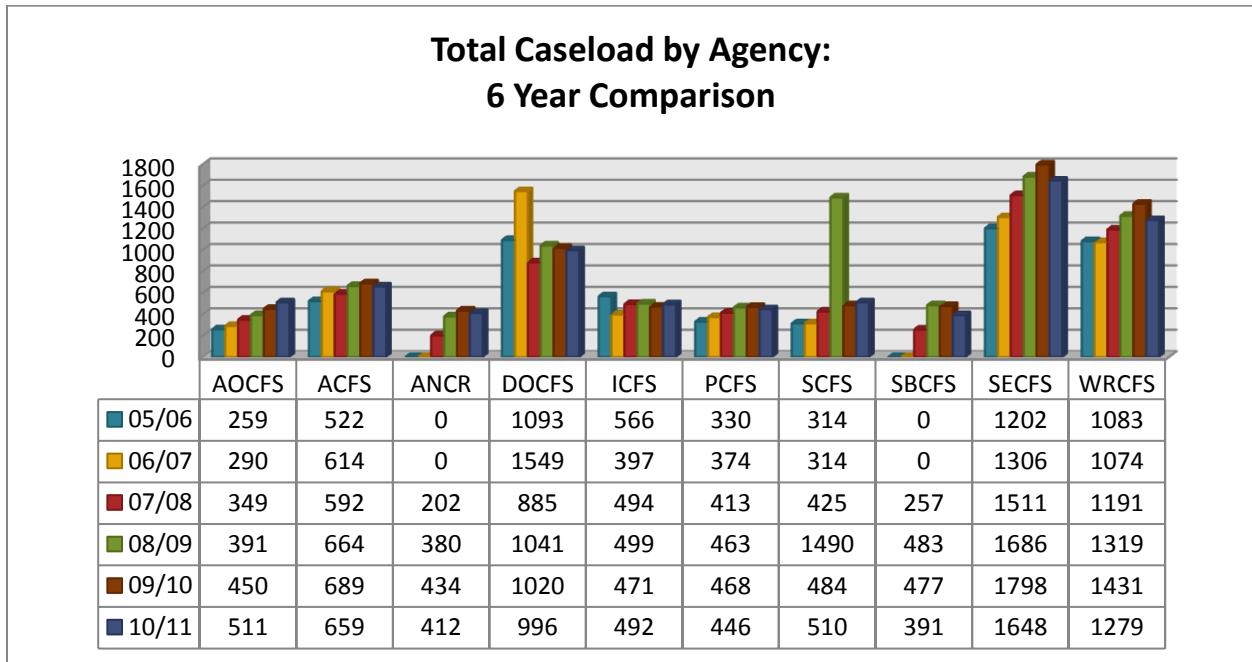
Figure 33





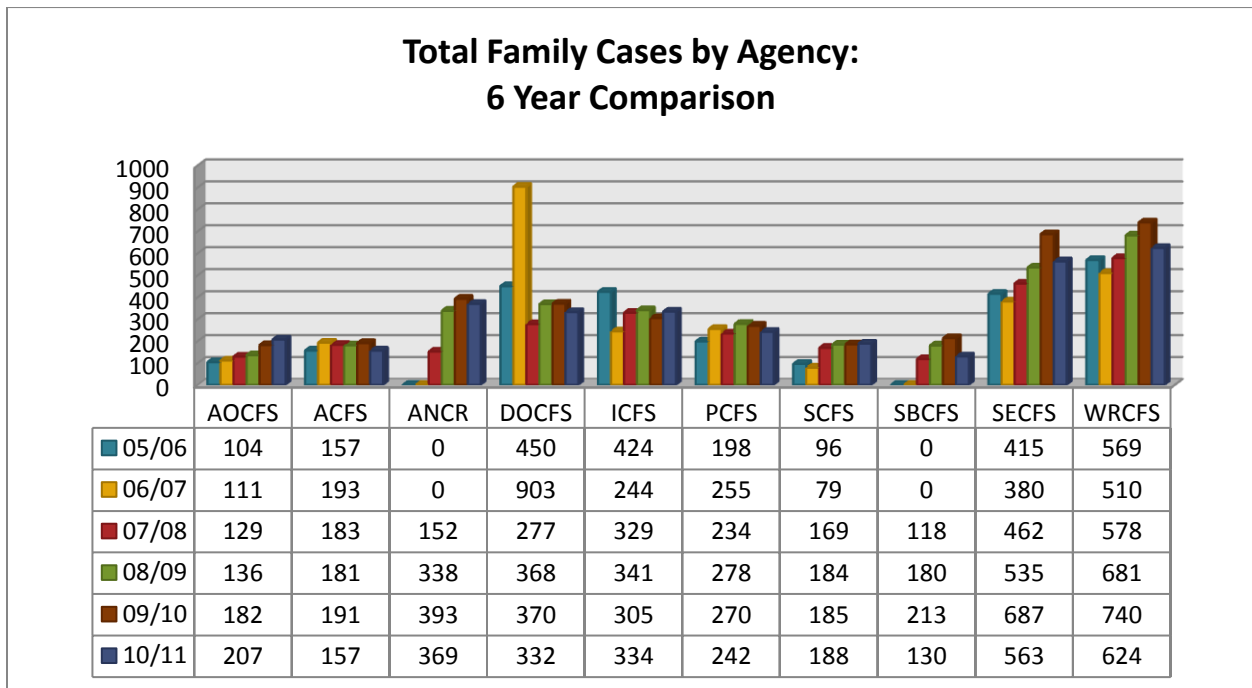
The following chart provides a 6 year comparison of total caseload by agency:

Figure 34



By agency, the family cases (including the expectant minor parent cases), along with a comparison with previous years, were distributed as follows:

Figure 35



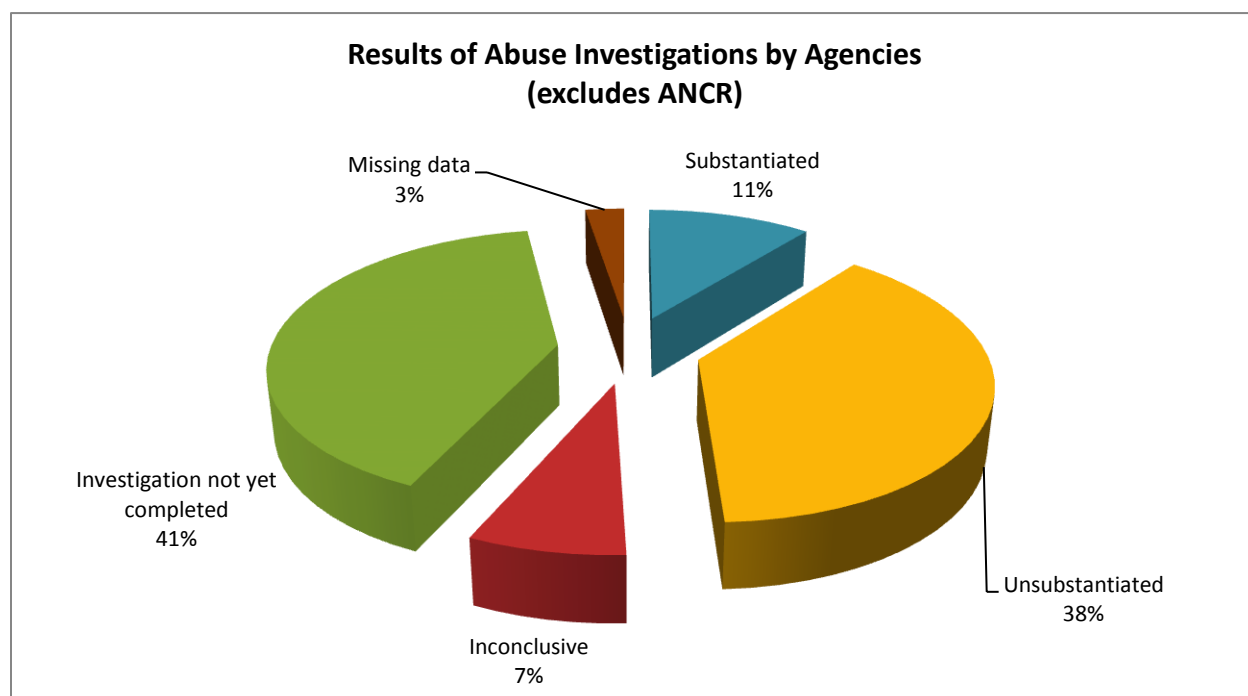
## **Non-identifying Reporting of Alleged Abuse**

### ***Reporting from the Southern First Nations CFS Agencies, excluding ANCR***

The SFNNC agencies investigated 545 reports of suspected abuse in 2010/11. Of these, in 41% of the cases, the investigation was not yet completed, while 11% of the cases were substantiated. The following table shows the breakdown of the results of the investigations.

The following data is based on these investigations.

Figure 36

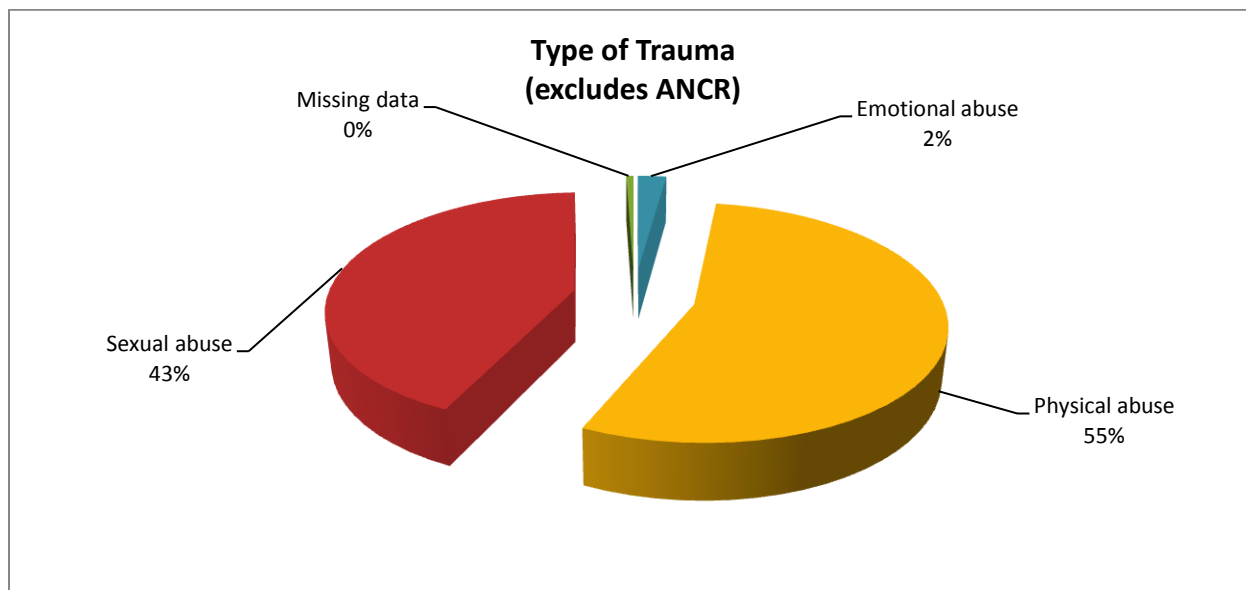


Additional data analysis is required to get a more detailed picture of the cases where abuse was substantiated.

### ***Type of Trauma***

The type of trauma alleged was identified as: physical abuse 298 (55%), sexual abuse 232 (43%), emotional abuse 12 (2%), and data was missing in 3 (0.5%) of the cases.

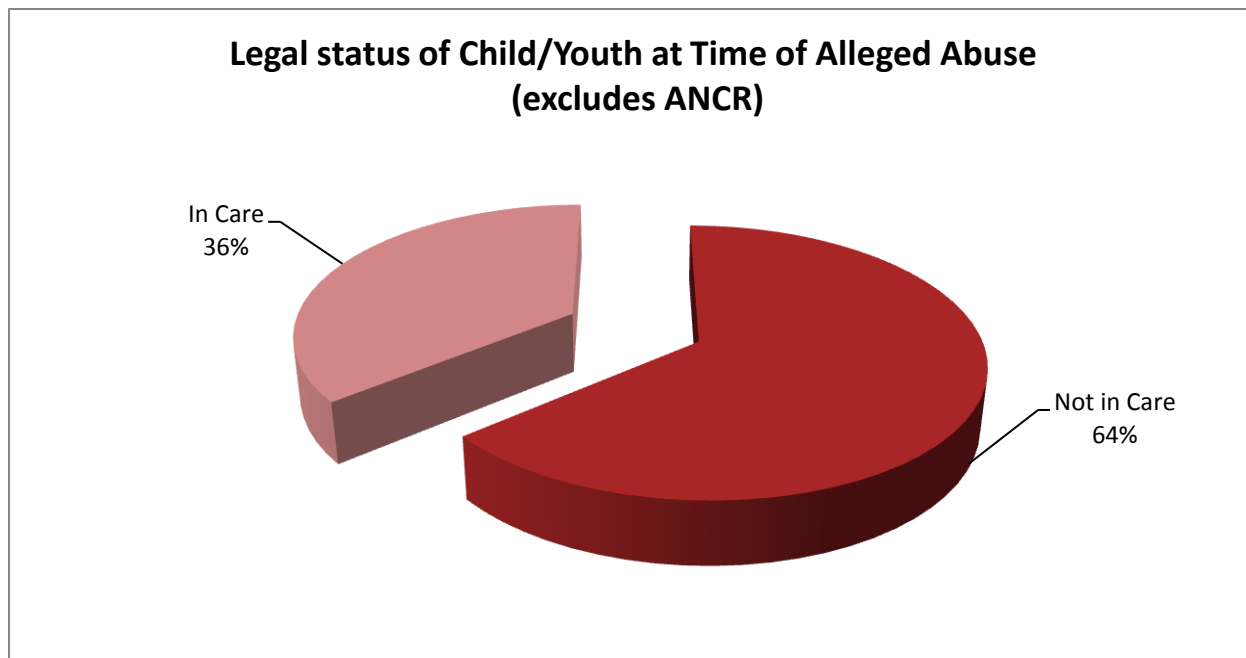
Figure 37



*Legal Status of Child/Youth at Time of Alleged Abuse*

Of the 545 children/youth, 349 (64%) were not in the care of an agency at the time of the alleged abuse, while 196 (36%) were in care.

Figure 38



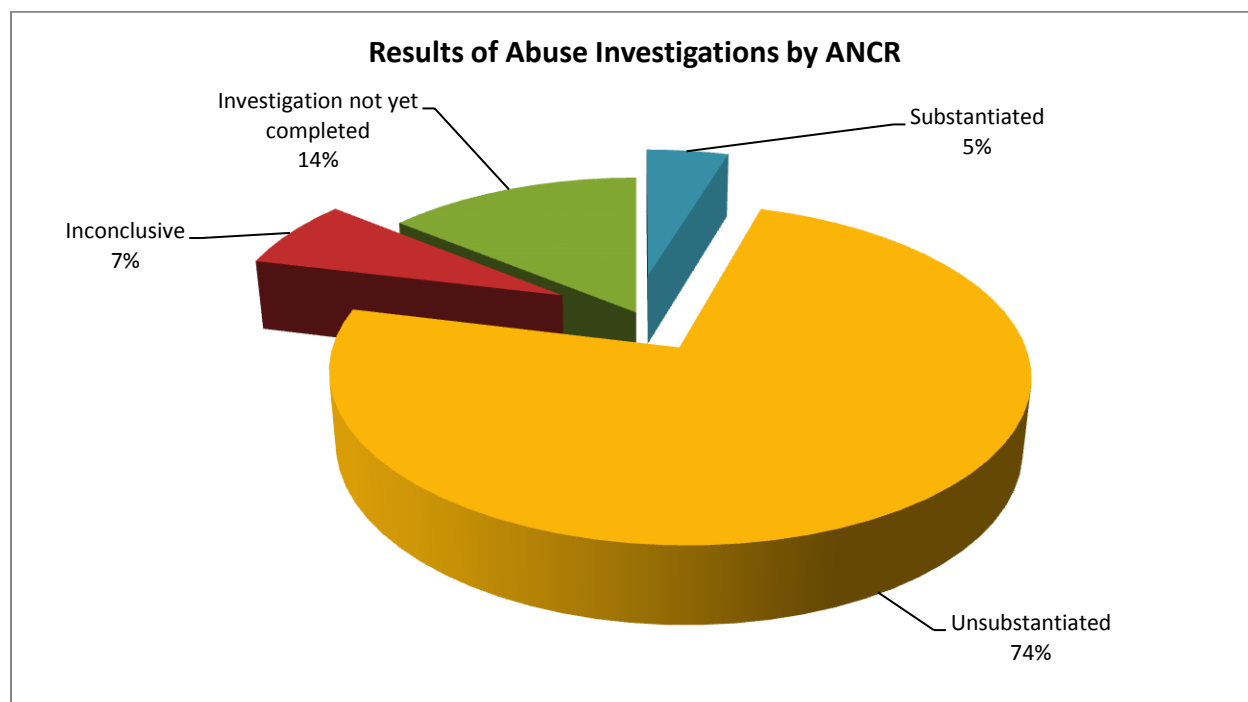
### ***Reporting from ANCR***

ANCR is mandated to do abuse investigations on behalf of all CFS agencies in Winnipeg, including East St. Paul and Headingly. The following abuse statistics represent the 2010/11 reporting period.

#### *Outcome of Abuse Investigation*

As of March 31/11, following the abuse investigation, and where the results of the investigation were known, abuse was substantiated in 82 (5%) of the cases. It was unsubstantiated in 1301 (74%) of the cases and inconclusive in 124 (7%). As of March 31/11, the investigation was still underway in 248 (14%) cases.

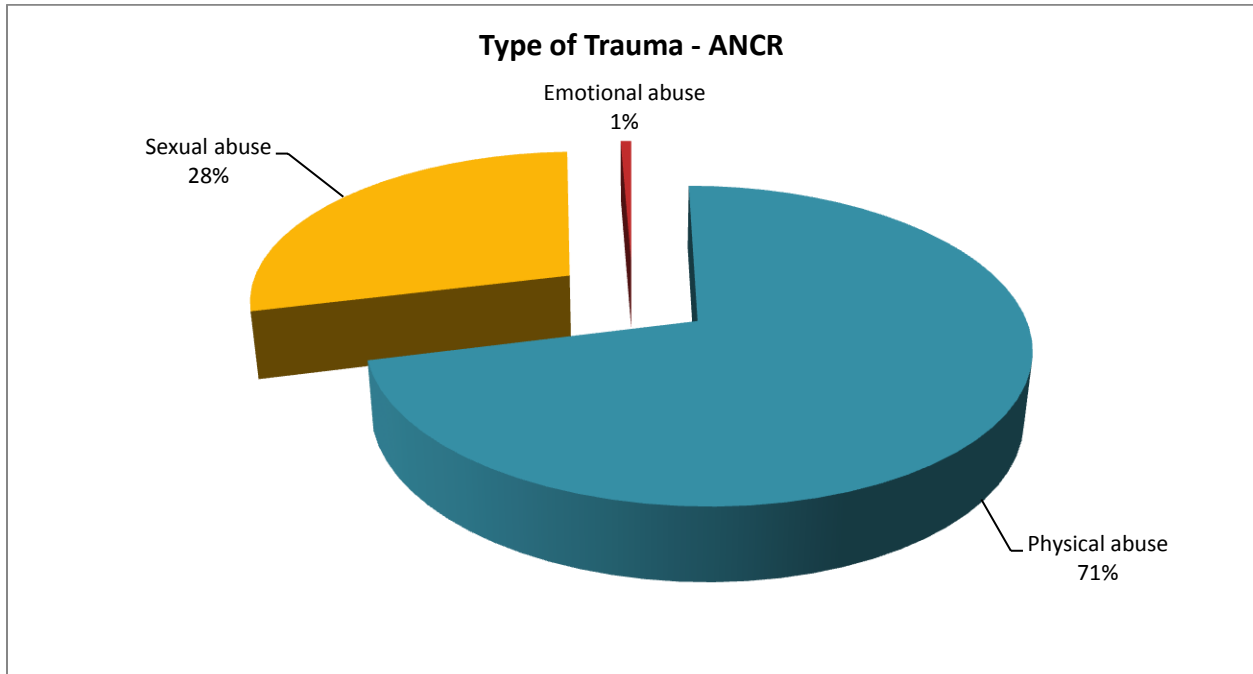
Figure 39



#### *Type of Trauma*

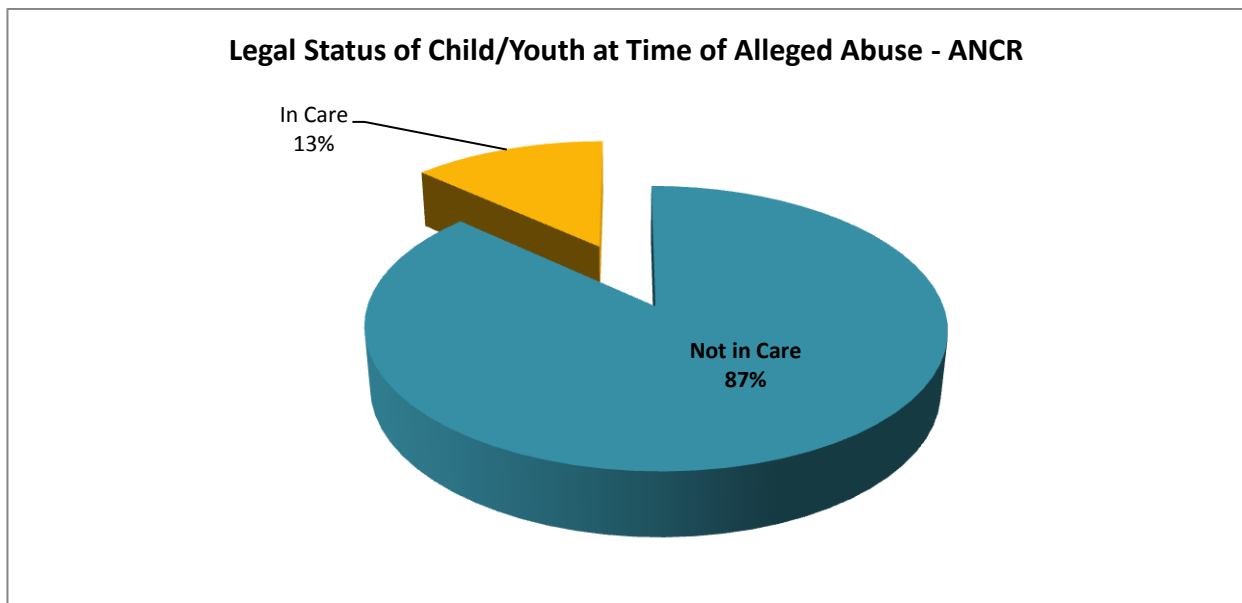
Of 1755 reported cases of suspected abuse, physical abuse was identified as the primary trauma in 1248 (71%) of the cases.

Figure 40



Of the 1755 children/youth, 1523 (87%) were not in the care of an agency at the time of the disclosure of the alleged abuse.<sup>4</sup>

Figure 41



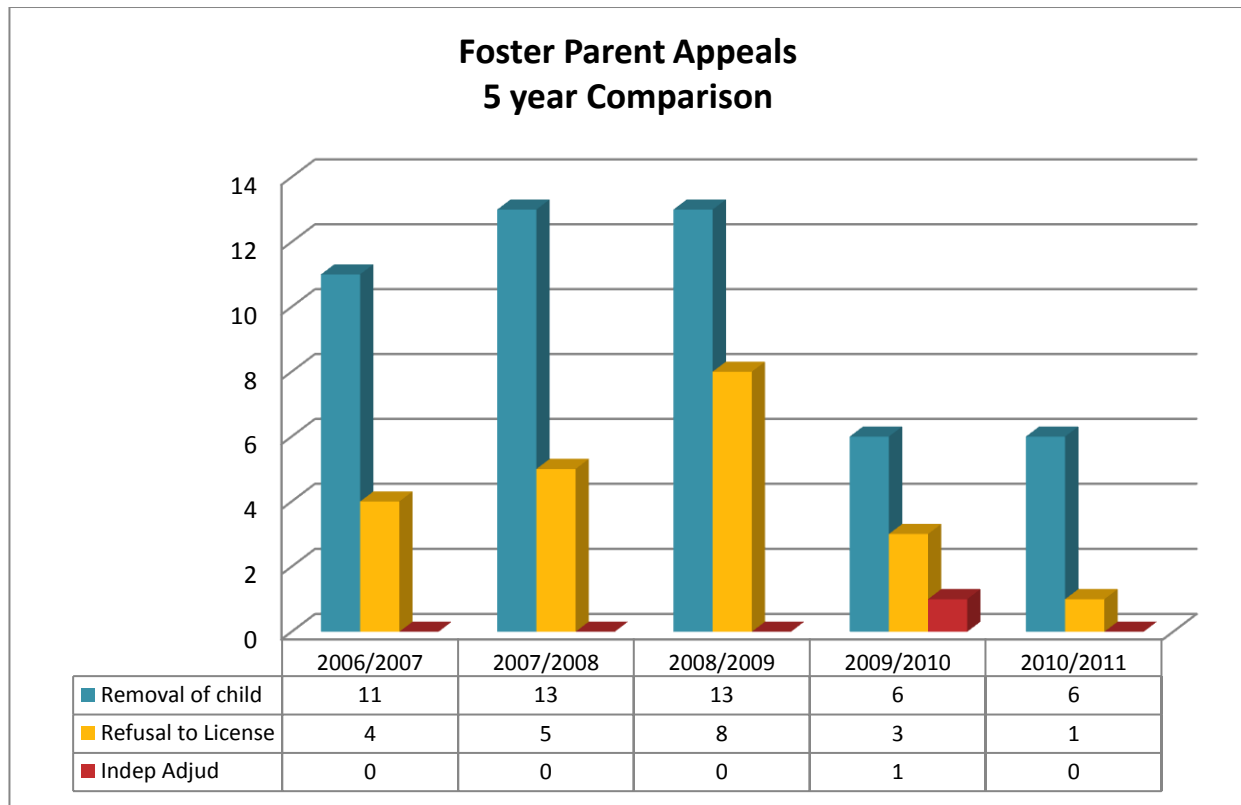
<sup>4</sup> Of the children in care, most would be in care with a service agency, and not with ANCR, at the time of the alleged abuse.

**Foster Parent Appeals**

The SFNNC is responsible to hear appeals from foster parents on the removal of children/youth from their homes, and appeals from foster parents on the refusal of an agency to license their home. In 2010/2011, the SFNNC received 6 appeals from foster parents on the removal of children from the foster home, and 1 appeal on the refusal of an agency to license their home. There were no appeals that went to the independent adjudicator in 2010/2011.

The following chart compares the number of appeals received at the SFNNC in 2010/11 with those of previous years.

Figure 42



**Requests for Variance of a Foster Home License**

The SFNNC is responsible for requests for variances of a foster home license in 2010/2011, the SFNNC dealt with 7 requests for a variance of a foster home license.

## Repatriation

The Repatriation Program includes repatriation, customary care and adoptions services provided to individuals who initiate contact. This includes referrals, linkages to community resources, searches, facilitation of reunions and connections, counseling services and the provision of funds to agencies to subsidize the cost of reunions.

Program services provided include:

- Advocacy for reunion funding and relocation assistance
- Pre-reunion counseling
- Assistance with Treaty reinstatements
- Referrals to the First Nations of Northern Manitoba CFS Authority; Manitoba Post Adoption Registry, and INAC (Indian and Northern Affairs Canada)

## Fetal Alcohol Spectrum Disorder Specialist (FASD)

The FASD Specialist has continued to work with Healthy Child Manitoba, the Child Protection Branch and the other three Authority Specialists (Metis, Northern Authority and General Authority) to develop and implement a comprehensive FASD provincial strategy. The group known collectively as the Strategy Implementation Team or "SIT" is guided by recommendations developed from the external reviews of the child welfare system "Changes for Children". The Strategy Implementation Team's mandate is to research, develop and partner with programs that have either a prevention or intervention focus for children, youth and families living with or at risk of being effected by Fetal Alcohol Spectrum Disorder. There are a number of initiatives that are delivering service throughout the province. Information is available at [www.changesforchildren.mb.ca](http://www.changesforchildren.mb.ca)

This past year the SFNNC FASD Specialist has focused on 5 areas of priority that have been identified by the agencies and communities served by the SFNNC:

- 1) Agency internal and external partnerships with Health, Justice and Education. These partnerships within the provincial and federal systems are crucial in moving forward the multi-systems partnerships that are required for families and children living with FASD.
- 2) Communities have consistently requested local training, support and learning opportunities pertaining to FASD and the social issues that surround this disability. This desire has led to the formation of 2 Natural Leadership teams and partnerships to offer the Tele-health support series for foster parents who will also be participating in a variety of events throughout the year with the FASD Coalition. WRCFS continues to offer the highly successful *Reclaiming Our Voices* on a yearly basis for women who are risk of having a child with FASD. It is hoped that Natural Leadership teams will continue to grow and evolve over the next year.

- 3) The FASD Specialist has worked in partnership to offer a calendar of trainings that are current within the field. We have hosted numerous basic and specialty trainings over the past year. The attendance has been excellent and the list of presenters both internally and externally continues to grow. Outreach to those within the FASD who understand the perspective of First Nations and Child Welfare is ongoing to ensure that content is relevant to our people and the communities we serve.
- 4) In the past year there has been increased usage of the FASD section of the website. This site is focused on providing timely and culturally relevant information to families, case managers and community members. The success stories about individuals, families and communities are a favorite section. Although still in the developmental stage this site is receiving approximately 4000 hits per month. The challenge to keep the information current and updated.
- 5) The focus of case consultations is to develop case plans for children and families that reflect FASD best practice in service delivery. The development of standards for children in care living with FASD is almost complete. When released these standards will guide the consultation between the Authority and the agencies.

## Addictions Specialist

The focus of the Addictions Specialists work has been to visit communities meeting with the CFS community teams and community partners to understand their service and support needs. The questions are directed towards improving service and support for children in care, women of child bearing age and their support systems. The goal is to improve and/or develop a network of regional supports for children, women and families.

The Addictions Specialist visited forty-two of the fifty-two offices of the First Nations CFS offices, as well as the Child and Family offices in the urban centers of the SFNNC geographical area. These visits revealed overwhelming concerns that pertain to addictions. The majority of the concerns related to the difficult time clients have accessing addiction services. Related to this is the difficulties experience in getting admittance into detox units. The wait times experienced by clients wanting to enter residential treatment facilities were another related challenge. This is complicated by the fact that existing residential treatment centers are not equally distributed throughout the province.

Many people with addictions will require repeated admissions to addiction treatment before success is accomplished. In some cases, this may require a client to be readmitted to treatment 2, 3, or more times, with FASD affected mothers needing specialized treatment. Compounded with the difficulties in gaining timely admittance to treatment, it presents some significant challenges to individuals, families, and service providers.



## Vision Keepers - Quality Assurance

The Vision Keepers – Quality Assurance (VK – QA) Team carries out the responsibility of the Southern First Nation Network of Care (SFNNC) with respect to monitoring and reviewing the quality of work of the SFNNC CFS agencies. This includes monitoring compliance of agency services with legislation, regulation, and standards. The VK – QA Team is responsible for conducting regular quality assurance reviews of the SFNNC CFS agencies and for coordinating other reviews under Section Four of *The CFS Act*.

Additionally, the VK – QA Unit utilizes consultants and contract workers to conduct reviews in areas such as human resources, finance, and case management. Completed reviews can be viewed on the SFNNC website.

As well as specific case reviews, the SFNNC has regularly scheduled quality assurance reviews of all agencies on a 4 year rotational cycle. This is in addition to other agency reviews or specific program reviews / audits that may be called from time to time.

Reviews currently underway include:

- Quality Assurance Review (2nd phase) at ACFS
- Section 4 Review at WRCFS
- Quality Assurance Review at ICFS

Reviews scheduled for 2011/12 include:

- Quality Assurance Review at AOCFS
- Quality Assurance Review at Sandy Bay CFS
- DR Readiness Reviews at all agencies
- Begin Quality Assurance and Financial Review at DOCFS
- Begin Quality Assurance Review at WRCFS

### Special Investigations

The SFNNC works collaboratively with the Child Protection Branch (CPB) in the review of deaths where the child/youth was in care, and/or where the child/youth or the child/youth's family had received services from an agency within the twelve month period prior to the death. In accordance with Standard 1.7.4, agencies provide Child Death Reports to the SFNNC. These reports are reviewed by the

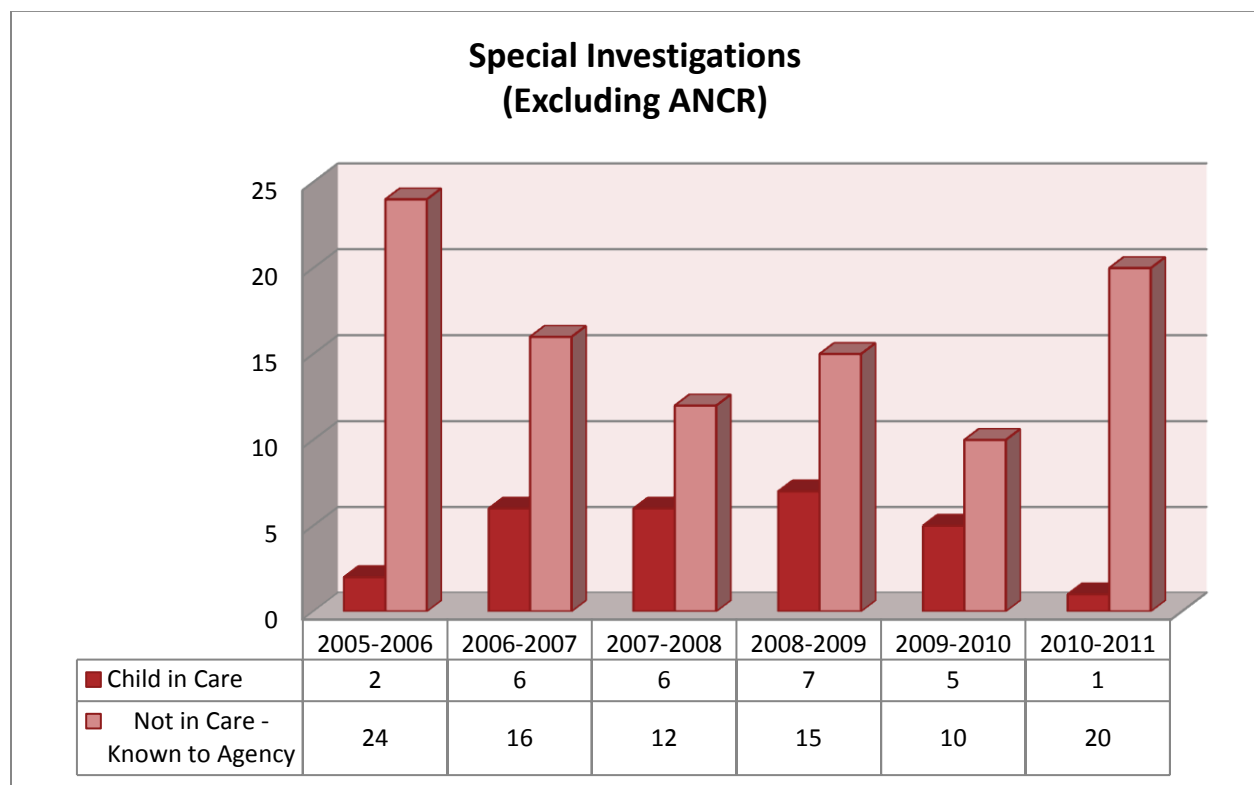
Vision Keeper / Quality Assurance Unit, and if necessary, additional information is requested and then provided to the CPB.

Under Section 8.2.3 of *The CFS Act*, it is the responsibility of the Office of the Children’s Advocate (OCA) to conduct the Special Investigation Reviews (SIRs) into the services provided by agencies. The SFNNC works with agencies and the OCA to provide input into the recommendations made in the SIR reports. The SFNNC also follows up with agencies regarding recommendations made in the SIRs, and provides status reports to the CPB. The status reports are shared with the Office of the Ombudsman by the CPB. In some instances, the SFNNC initiates a broader review (under Section 4 of *The CFS Act*) to review the case management practices of the agency, specific to the child/youth death as well as a review of other relevant agency operations.

**Special Investigations Reported by SFNNC CFS Agencies**

Between April 1 / 2010 and March 31 / 2011, the SFNNC received a total of 21 reports regarding the death of a child or youth. Of these, 21 were connected to a SFNNC CFS agency (excluding ANCR). A six year comparison of special investigations by agency status is shown in the chart below:

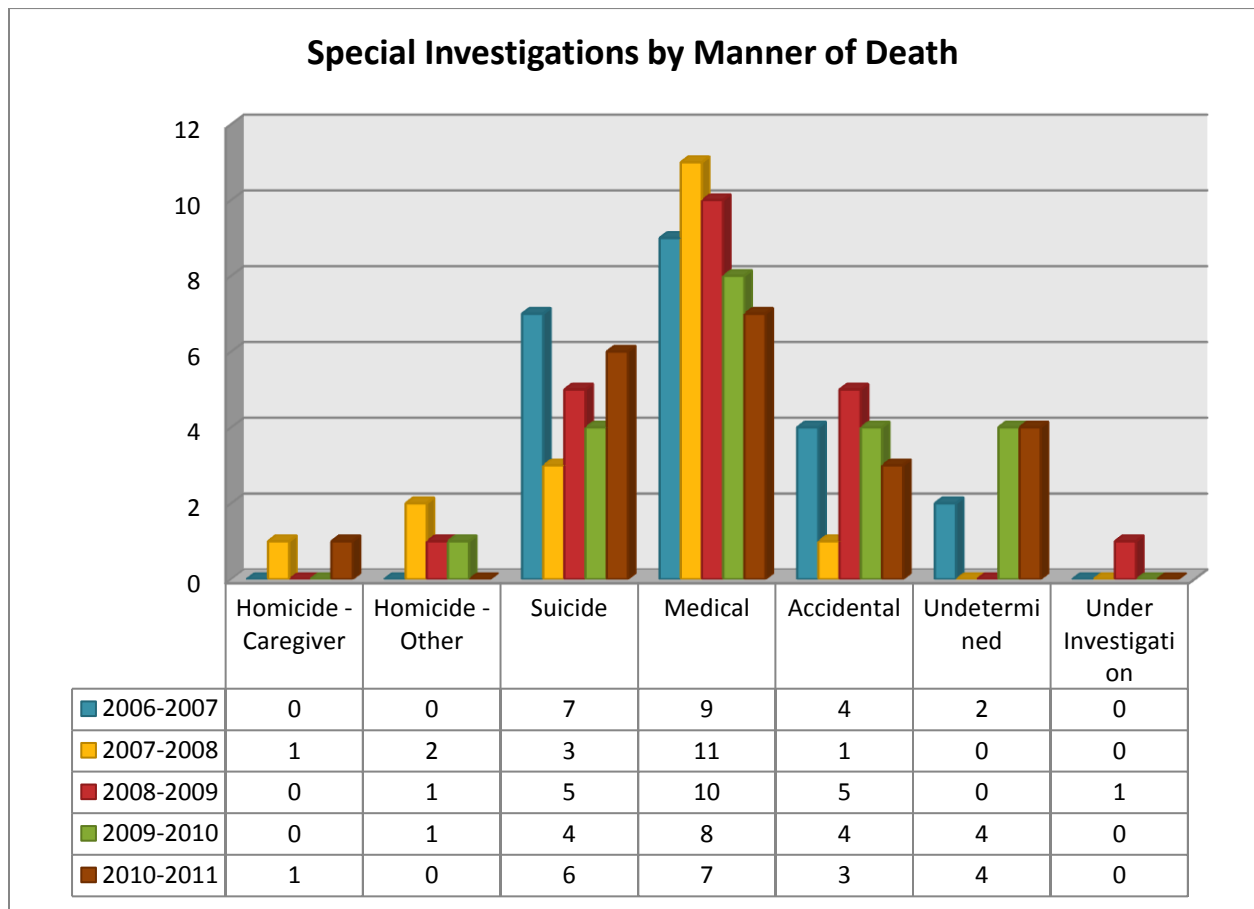
Figure 43



Of the 21 child/youth deaths reported from the SFNNC agencies, one child was in care whose cause of death is undetermined (found unresponsive in bed/playpen). Two youth were over 18 years of age and receiving services under and extension of care; one died of suicide and one of medical reasons.

The child who died at the hands of a caregiver was not in care at the time of the injury, but was apprehended at the hospital and was in care at the time of the death. Accident types included motor vehicle (1); house fire (1); and co-sleeping (1). The “undetermined” cause of death included hypothermia (2) and ‘found unresponsive in bed/playpen’ (2).

Figure 44

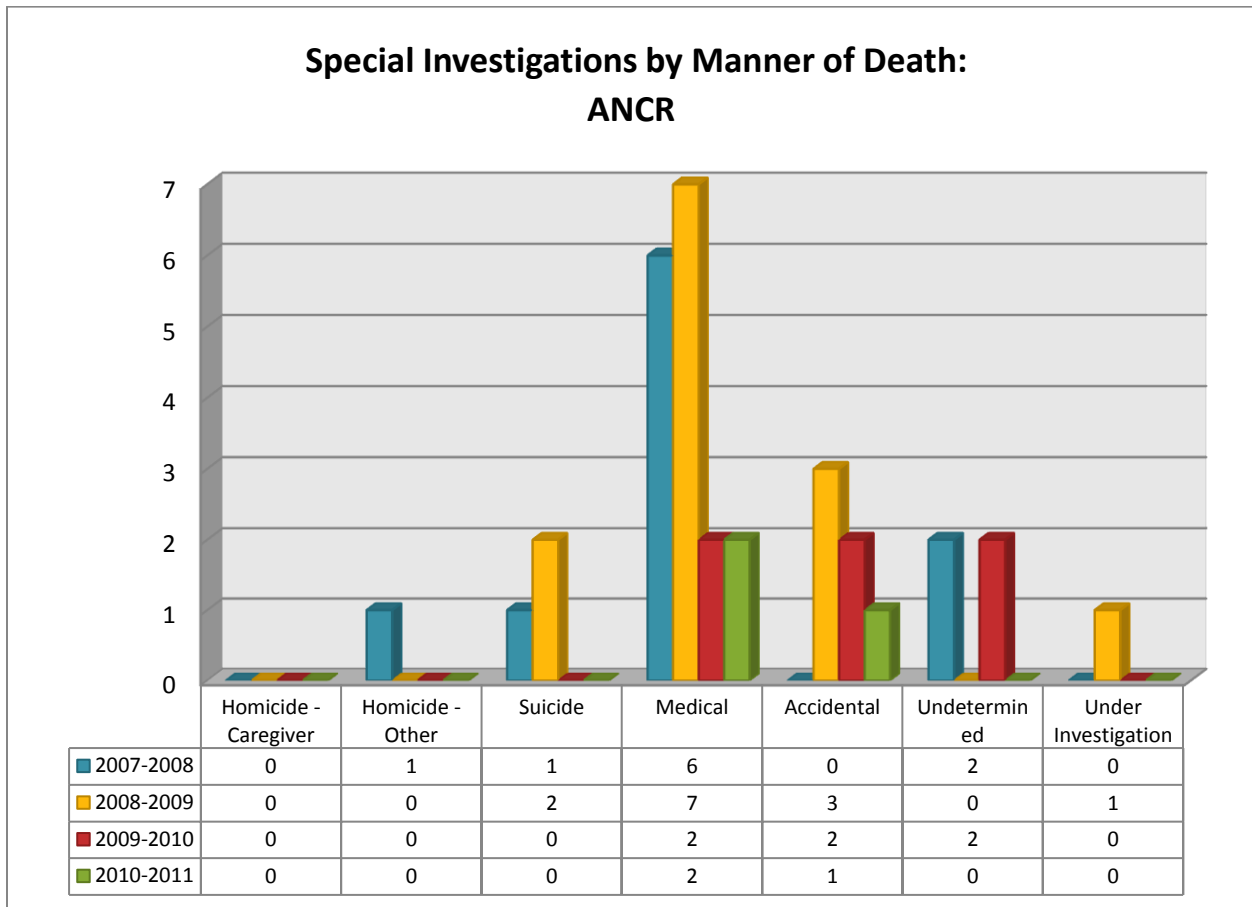


**Special Investigations Reported by ANCR**

ANCR had 3 reportable child/youth deaths between April 1, 2010 and March 31, 2011. One child was a child under apprehension who died of medical causes. The other 2 children were from families who had received Intake services in the 12 months previous to the child’s death. One death was due to medical causes and one was accidental (heat stress from an external source).

The manner of death of the children/youth whose families had received services from ANCR for 2010 / 2011 is shown in the following chart:

Figure 45



## Alternative Care

### Hotel Reduction Strategy

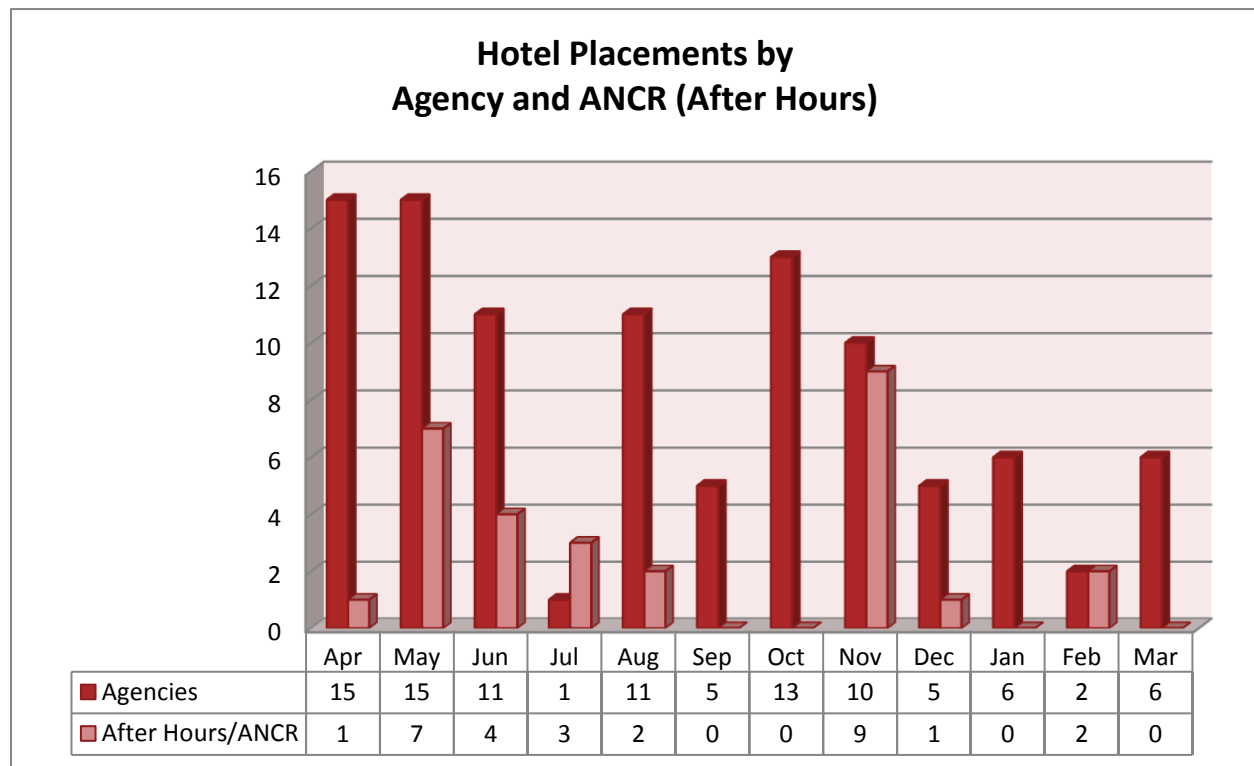
The hotel reduction strategy was developed and implemented in November 2006. The goal was to eliminate hotel placements for children in care by July 31, 2007, except in exceptional circumstances.

This strategy included receiving and following up on daily reporting on hotel use by agencies; working with agencies to find alternative emergency placements for children; and working to develop additional emergency resources. Efforts continued throughout 2010/11 to provide alternative placements for children and keeping the use of hotels to a minimum.

Since July 31/07, all authorized hotel placements made by SFNNC agencies met the Hotel Placement Policy standard, which is for exceptional circumstances only.

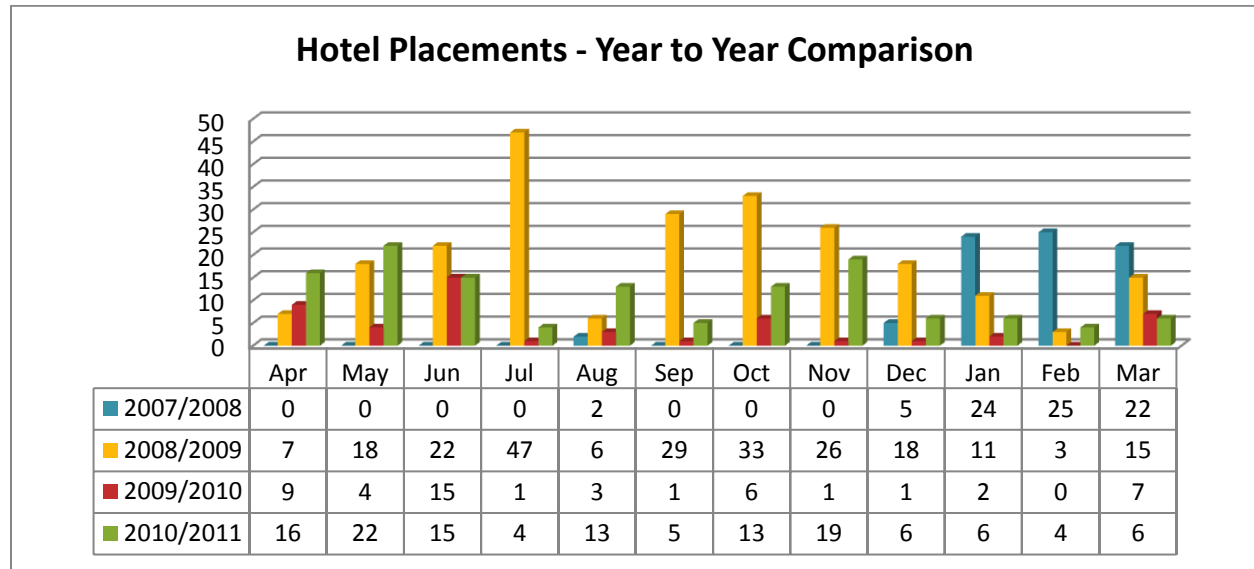
Between April 1/10 and March 31/11 there were 100 children placed in hotels by the nine SFNNC agencies, and 29 children placed in hotels by ANCR. After hour placements were primarily sibling groups placed by ANCR.

Figure 46



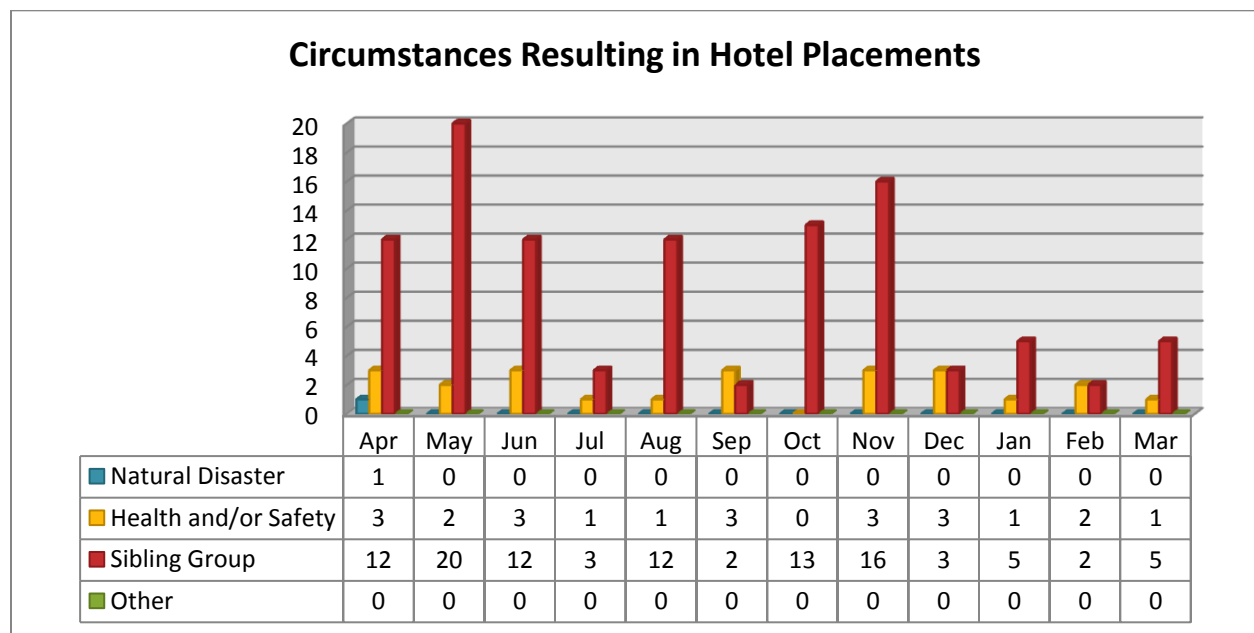
Since the Hotel Placement Policy standard came into effect on July 31/2007, the Alternative Placement Team continues to limit the number of hotel placements. Following is a graph comparing hotel placements by fiscal year beginning in August 2007 to March 2011.

Figure 47



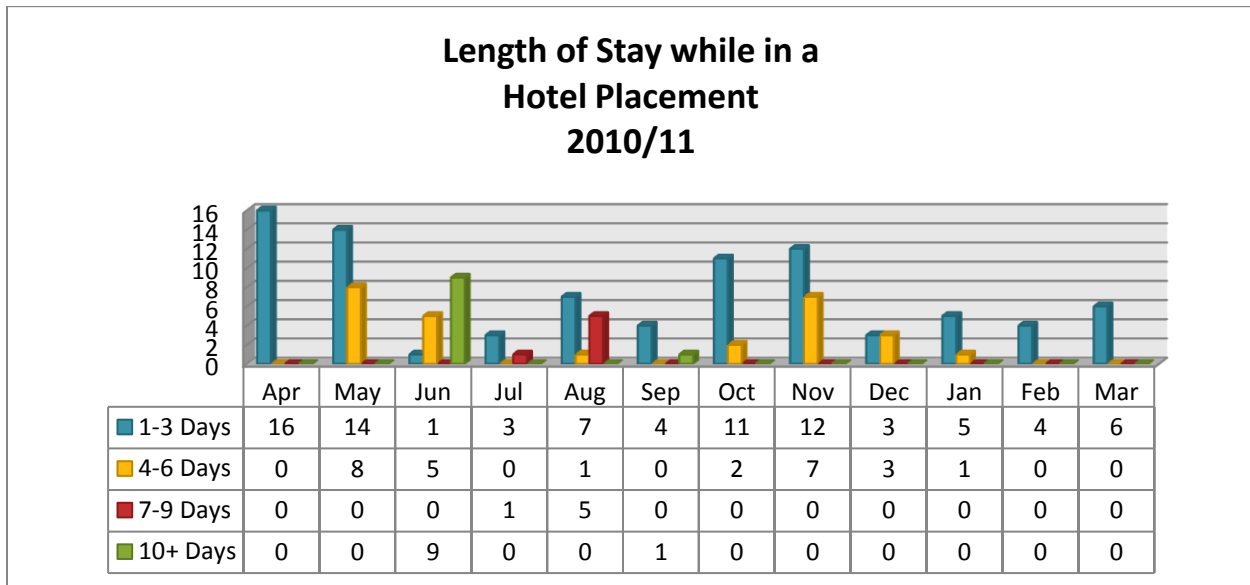
Of the hotel placements made in during the 2010/11 fiscal year, the most common circumstance resulting in a hotel placement was to keep sibling groups together.

Figure 48



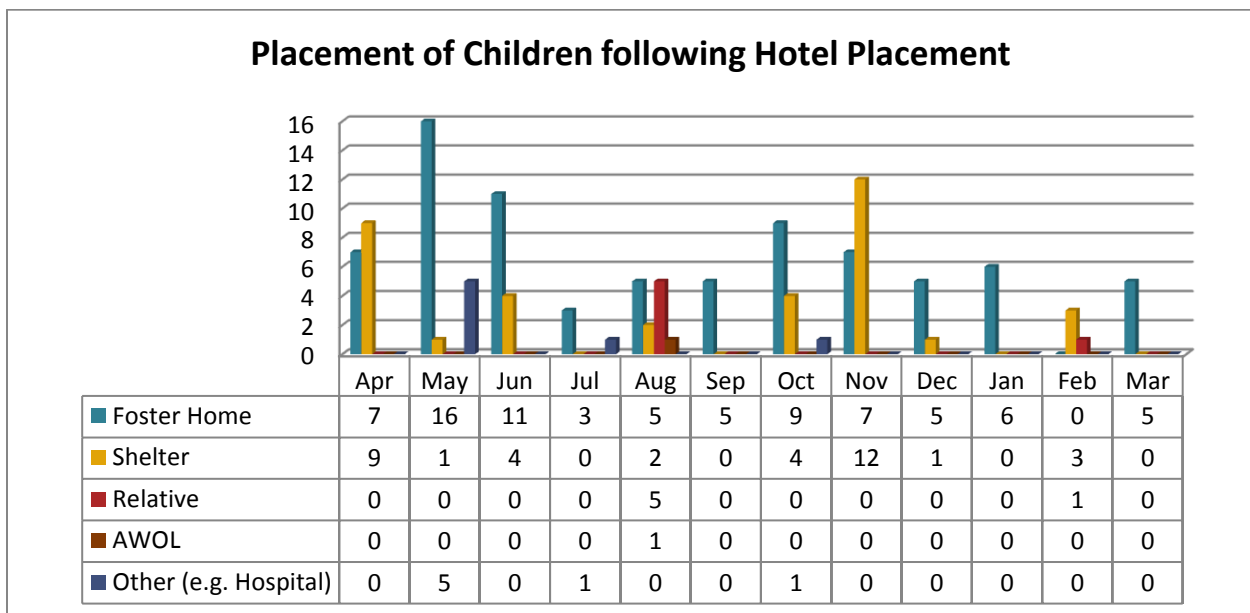
The majority of the children (86) placed into a hotel stayed between 1 and 3 days, while 27 children stayed between 4 and 6 days, prior to being moved to an alternate placement. In the exceptional cases where hotel stays were extended beyond 6 days, it was most often due to the lack of appropriate resources for particularly high needs children.

Figure 49



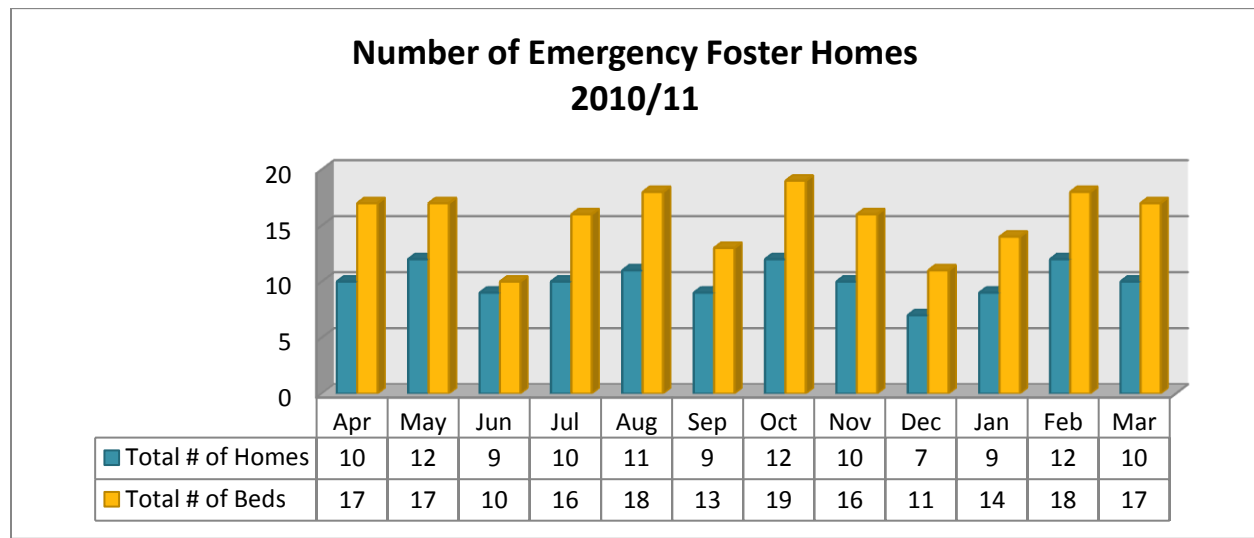
Most children were placed in a foster home upon being moved from the hotel placement. The following table shows the placements of children following the hotel placement.

Figure 50



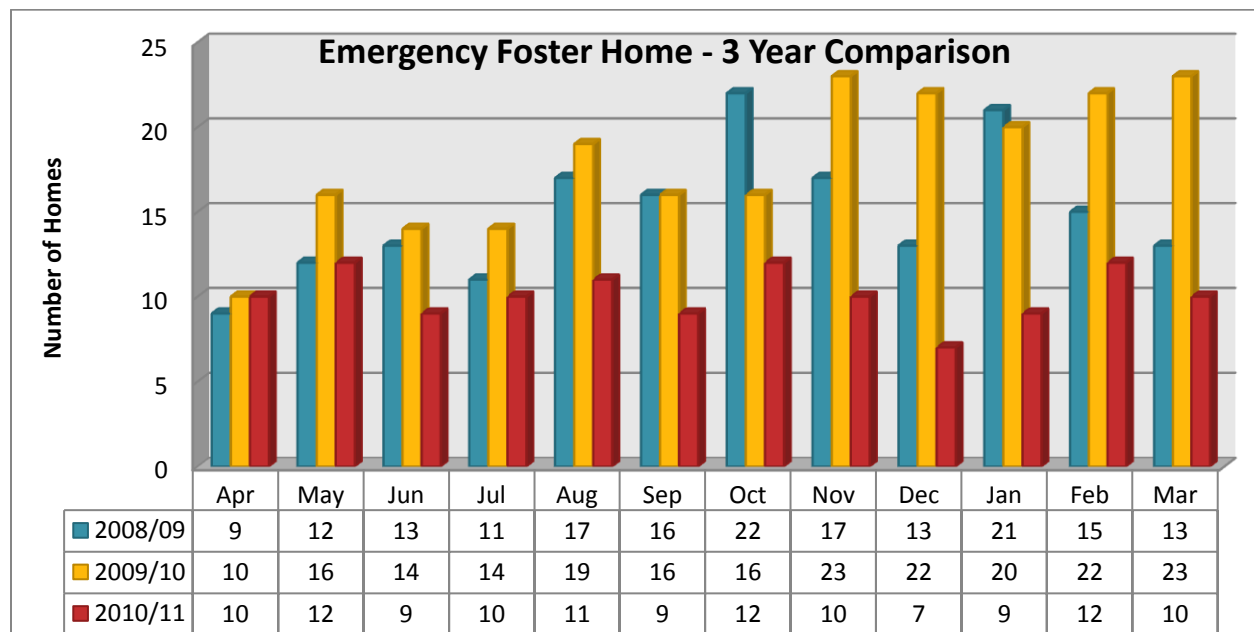
The SFFNC agencies continued developing its network of emergency, on call foster homes. Placement into these emergency beds was coordinated by the Alternative Placement team on a 24/7 basis. These resources were critical in improving the care of children by reducing the number of hotel and shelter placements made by our agencies. The willingness of Anishinaabe CFS and Peguis CFS to share these resources is appreciated.

Figure 51



The following graph compares the number of emergency foster homes available by month over a three year period.

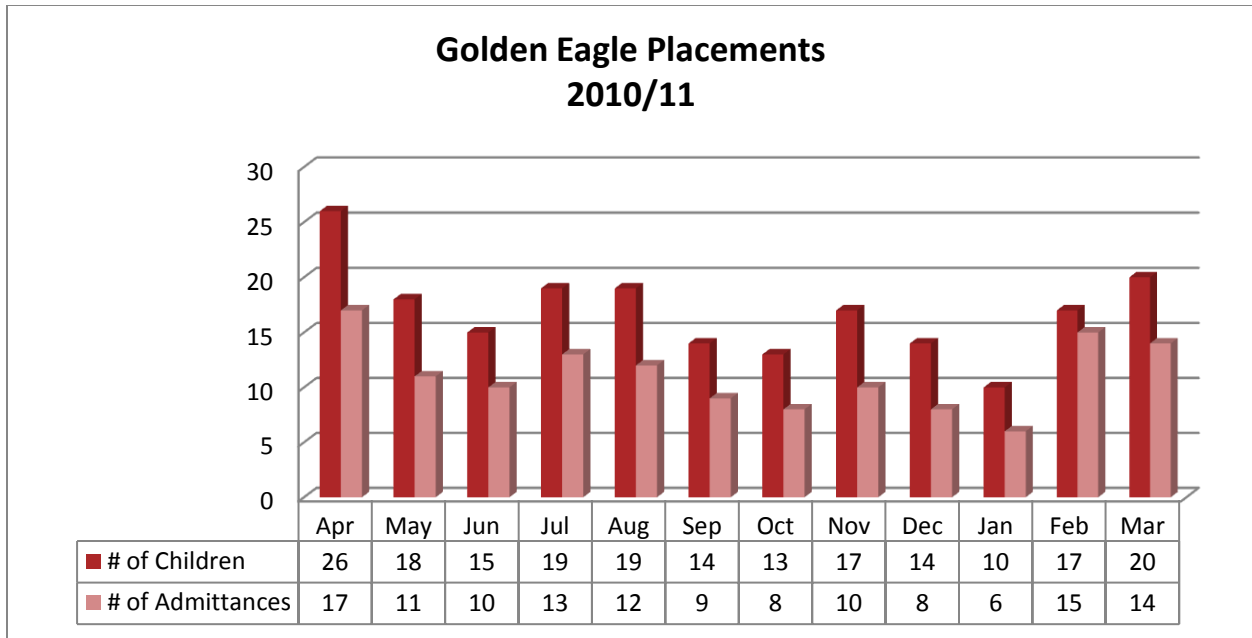
Figure 52





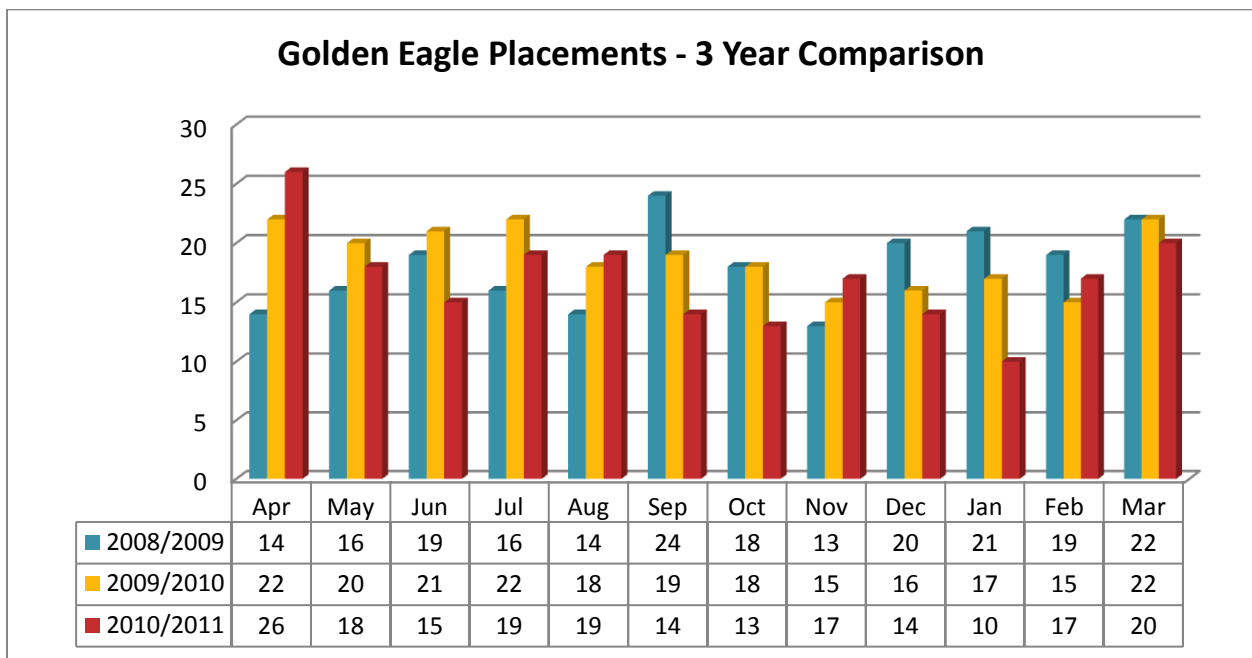
Golden Eagle is entering into its fourth full year of operation. In 2010/2011, there were 202 placements at Golden Eagle. The following table shows the placements, by month, for 2010/2011.

Figure 53



The following table compares the placements, by month, over a three year period.

Figure 54



## Resource Development Team

This past year has been busy with many committees, projects and case collaborations. The development of a resource booklet to assist front line and foster care workers has been a challenge and is near completion. This resource list will provide agency workers with knowledge of resources that are available for their children and families. This list will help to ensure that families have equal opportunity to access resources that are available to them. We hope to make this resource list accessible from our web-site once complete.

The SFNNC Resource Development Team continues to be active contributors in the area of residential care start-ups by providing input into proposals that have been submitted to the Child Protection Branch. We will continue to advocate for resources to be developed that meet the needs of our Agencies and the children, families and communities they serve.

We have collaborated with agencies in regards to resources for high needs / hard to place children, to provide advocacy and support to agencies to ensure appropriate placements and other resources are available as needed.

The Resource Team will continue to be active participants involved in making changes within the Child and Family Services system. We are committed to ensuring that the needs of our Southern First Nations are paramount when providing input into CFS changes. We will always remember the spirit and intent of the AJI-CWI when involved in the planning and development process.

### **Special Projects**

The SFNNC Resource Development Team is committed to actively working towards the development of resources that will meet the unique needs of the SFNNC children, youth, families and communities. The following list represents a number of projects that have been explored and that are at various stages of development:

- Rites of Passage Envisioned (ROPE)
- Engaging Youth Empowering Spirits for Mother Earth (EYES for ME)
- Aboriginal Cultural Equine Assisted Learning
- Aboriginal Foster Family / Kinship Network

### **Ji-zhaabwiing**

Ji-zhaabwiing (formerly known as Ahsanook) is a unique project that evolved out of the AJI-CWI vision for child welfare to find a better way to support children, youth and families and places strong emphasis on cultural foundation and repatriation.

The Ji-zhaabwiing Circle of Partners set a new standard of cooperation and collaboration which is important to the foundation and ongoing transformation of Manitoba's child welfare system. It is representative of a strong circle of partners with the Departments of Education, Justice, Mental Health and other stakeholders providing collaborative input that will ensure the efficient, accessible and quality assessment and placement services within the Province of Manitoba.

Renovations to Ji-zhaabwiing were completed at the end of May 2010 which allowed Ji-zhaabwiing to begin accepting referrals to the two 5-bed co-ed assessment living units. A Service Purchase Agreement was signed with Marymount to manage the assessment living units and began accepting children and youth into the program in July 2010. We enjoyed the successful Grand Opening celebration on September 9, 2010 with community members and staff from many child caring agencies in attendance.

A program manager was hired in January 2011 to oversee current programs and partnerships as well as the ongoing development of programs and services that will allow for continued progress towards the fulfillment of Ji-zhaabwiing's overall vision.

## Looking Ahead to 2011/2012

The operational plan for 2011 / 2012 includes the following:

1. Higher level of integration of cultural practices in the programs and services provided by the SFNNC and its agencies
2. Strengthening and improving case management practices at agencies
3. Strengthening and enhancing the services to children in care, with a particular focus on educational outcomes and cultural connectedness
4. Connectivity Project implementation
5. Implementation of the Differential Response Service Delivery Model
6. Beginning implementation of a document/records management system at the SFNNC and the agencies
7. Improvements to the internal database at SFNNC

## Appendices

### I – Province Wide Service Delivery System

Region	Designated Intake Agency	Service Provider (agency) for the Southern First Nations
Southern First Nations	Each First Nation Agency	<ul style="list-style-type: none"> <li>The First Nation agency providing services to the respective First Nation (on reserve)</li> </ul>
Western Manitoba	CFS of Western Manitoba	<ul style="list-style-type: none"> <li>DOCFS provides services to their community members</li> <li>DOCFS provides services to other southern First Nations community members with the exception of West Region</li> <li>DOCFS provides services to others who choose the Southern First Nations Network of Care (SFNNC)</li> <li>SBCFS provides services to their community members and members of Dakota Plains First Nation</li> <li>WRCFS provides services to their community members</li> </ul>
Central Manitoba	CFS of Central Manitoba	<ul style="list-style-type: none"> <li>DOCFS provides services to their community members</li> <li>DOCFS provides services to other southern First Nations community members with the exception of West Region</li> <li>DOCFS provides services to others who choose the Southern First Nations Network of Care (SFNNC)</li> <li>SBCFS provides services to their community members and members of Dakota Plains First Nation</li> <li>WRCFS provides services to their community members</li> </ul>
Parkland Region south of Swan River	Metis CFS	<ul style="list-style-type: none"> <li>WRCFS provides services to their community members</li> <li>WRCFS provides services to other southern First Nations community members</li> <li>WRCFS provides services to others who choose the Southern First Nations Network of Care (SFNNC)</li> <li>WRCFS provides services to Northern Authority families under agreement with the Northern Authority</li> </ul>
Parkland Region north of Swan River	Metis CFS	<ul style="list-style-type: none"> <li>Service Agreement with the Northern Authority to provide services through Cree Nation CFS for families who choose the SFNNC</li> </ul>
Interlake Region (except the towns of Selkirk and Stonewal)	ACFS, ICFS, Peguis, Interlake Region each within a specific geographic boundary	<ul style="list-style-type: none"> <li>Peguis CFS and ICFS provide services for their community members</li> <li>ACFS provides services to their community members</li> <li>ACFS provides services to other southern First Nations community members who choose the SFNNC</li> <li>ACFS provides services to others who choose the Southern First Nations Network of Care (SFNNC)</li> <li>ACFS provides services to Northern Authority families under agreement with the Northern Authority</li> </ul>

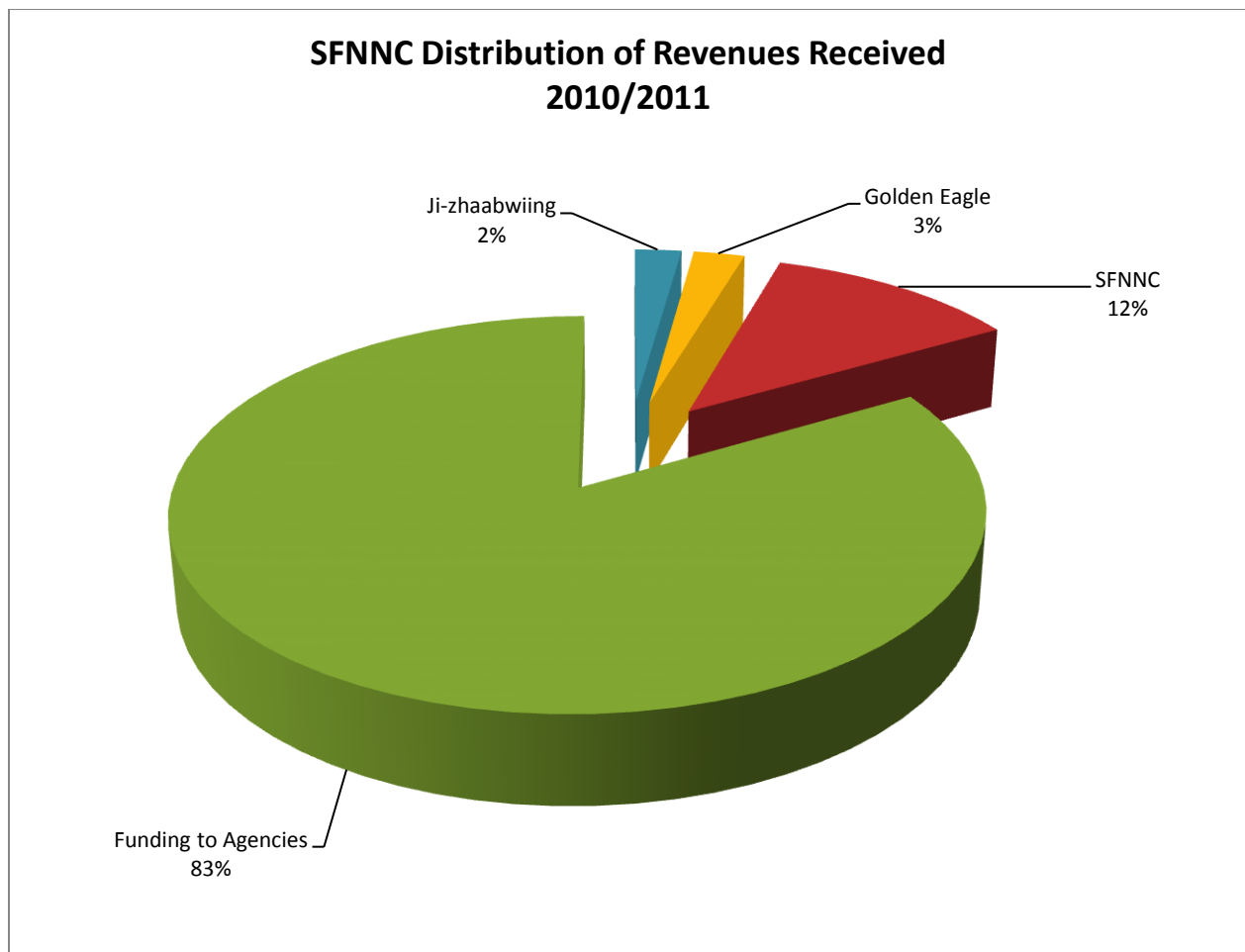
Region	Designated Intake Agency	Service Provider (agency) for the Southern First Nations
Towns of Selkirk and Stonewall	Interlake Region	<ul style="list-style-type: none"> <li>• Each southern First Nation CFS Agency provides services to their community members through their Winnipeg offices with the exception of DOCFS</li> <li>• Sagkeeng CFS provides services for DOCFS</li> <li>• Animikii Ozoson provides services to other families who choose the Southern First Nations Network of Care (SFNNC)</li> </ul>
Eastman Region	Eastman Region	<ul style="list-style-type: none"> <li>• SECFS provides services to their community members</li> <li>• Sagkeeng CFS provides services to their community members</li> <li>• Sagkeeng CFS provides services to other southern First Nations community members who have chosen the SFNNC</li> <li>• Sagkeeng CFS provides services to other families who choose the Southern First Nations Network of Care (SFNNC)</li> <li>• Sagkeeng CFS provides services to Northern Authority families under agreement with the Northern Authority</li> </ul>
Norman Region	Cree Nation CFS	<ul style="list-style-type: none"> <li>• Service Agreement with the Northern Authority to provide services through Cree Nation CFS for families who choose the SFNNC</li> </ul>
Thompson Region	Nisichawayashik Cree Nation FCWC	<ul style="list-style-type: none"> <li>• Service Agreement with the Northern Authority to provide services through Nisichawayashik Cree Nation FCWC for families who choose the SFNNC</li> </ul>
Winnipeg	All Nations Coordinated Response Network (ANCR)	<ul style="list-style-type: none"> <li>• Each Southern First Nation CFS Agency provides services to their community members</li> <li>• Animikii Ozoson CFS provides services to First Nations people from Ontario and to others who choose the Southern First Nations Network of Care (SFNNC).</li> </ul>

## II – SFNNC 2010/2011 Financial Statements

### Distribution of Funds

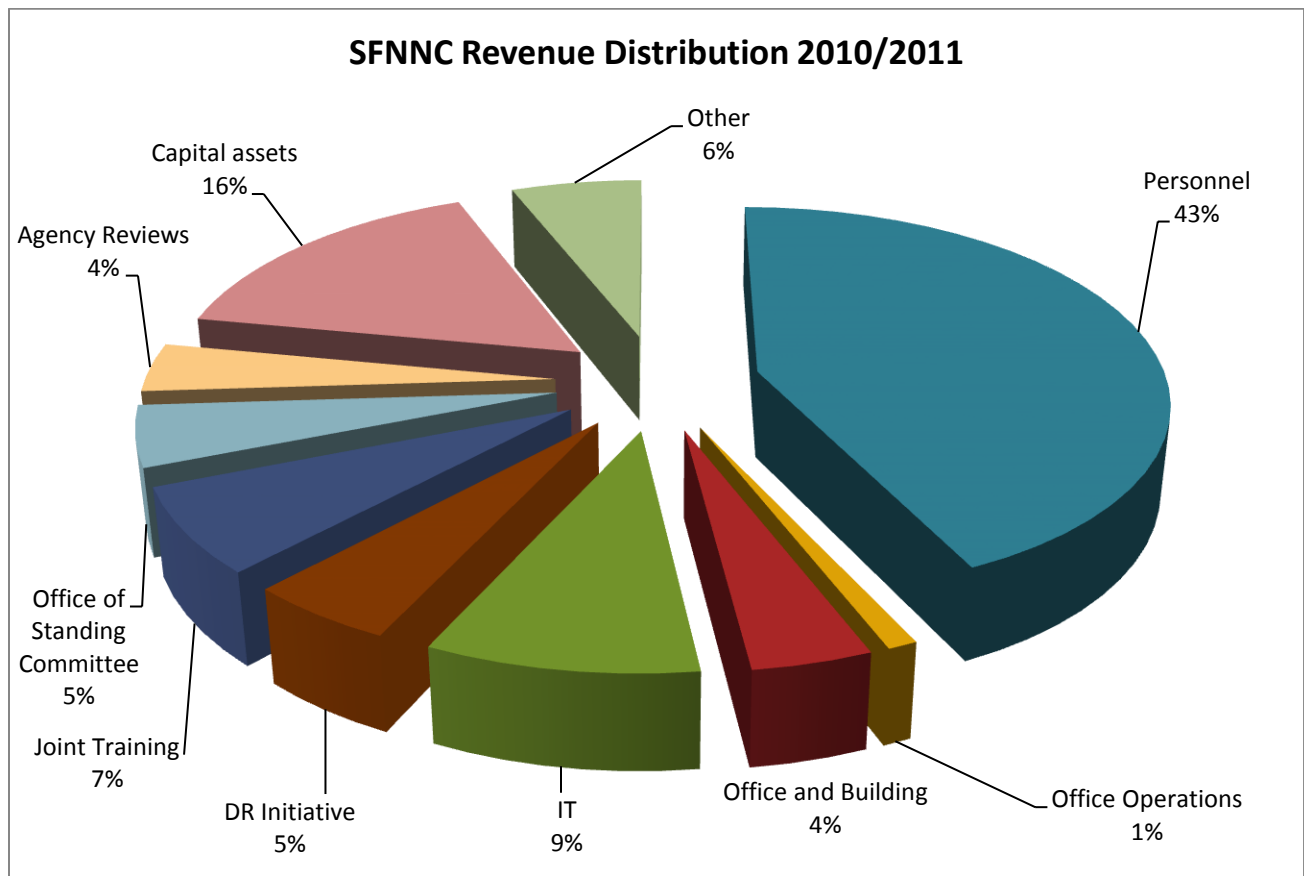
Based on the audited statements, the SFNNC had revenues of \$41,232,939 in 2010/2011. Of this, 83% went directly to agencies. 12% was used for SFNNC operations. The following chart shows the distribution of the revenue:

Figure 55



Of the funds used for SFNNC Operations, 52% was spent on salaries, benefits, travel, recruitment, and training for personnel. The chart on the following page shows how SFNNC funds were distributed:

Figure 56



### **2010/11 Audited Financial Statements**

For the year of April 1, 2010 to March 31, 2011, BDO Canada LLP was the firm who audited the Southern First Nations Network of Care's Financial Statements. A copy of the final audited statements for the year ending March 31, 2011 is on the following pages (figure 57).



Figure 57

**FIRST NATIONS OF SOUTHERN  
MANITOBA CHILD AND FAMILY  
SERVICES AUTHORITY**

**Financial Statements**  
For the year ended March 31, 2011

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY****Financial Statements**  
For the year ended March 31, 2011

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## Independent Auditor's Report

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To the Board of Directors of the First Nations of Southern Manitoba Child and Family Services Authority

We have audited the accompanying financial statements of the First Nations of Southern Manitoba Child and Family Services Authority, which comprise the statement of financial position as at March 31, 2011, and the statements of operations and changes in net assets and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the First Nations of Southern Manitoba Child and Family Services Authority as at March 31, 2011 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

### Other Matter

The financial statements of the First Nations of Southern Manitoba Child and Family Services Authority for the year ended March 31, 2010, were audited by another auditor who expressed an unmodified opinion on those statements on July 16, 2010.

*BDO Canada LLP*

Chartered Accountants

Winnipeg, Manitoba  
October 11, 2011

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**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY  
Statement of Financial Position**

	2011	2010
As at March 31		
<b>Assets</b>		
<b>Current Assets</b>		
Cash and short-term investments (Note 2)	\$ 300,780	\$ 1,400,386
Accounts receivable (Note 3)	10,543,285	6,876,654
Prepaid expenses and deposits	122,364	14,791
<b>Capital assets (Note 4)</b>		
Due from agencies (Note 5)	10,966,429	8,291,831
Intertfund balances	1,845,670	474,971
	5,537,990	3,437,950
	(195,665)	-
	195,665	-
	\$ 16,308,754	\$ 18,350,089
	\$ 1,845,670	\$ 12,204,752
	\$ 195,665	\$ -
	\$ 18,350,089	\$ 12,204,752
<b>Liabilities and Fund Balances</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities (Note 6)	\$ 6,319,331	\$ 1,175,781
Deferred revenue (Note 7)	4,419,608	5,121,319
	10,739,539	6,297,100
	30,852	1,774,726
	5,537,990	3,437,950
	16,308,381	11,509,776
<b>Commitments (Note 8)</b>		
<b>Net Assets</b>		
Operating Fund	373	373
Capital Fund	1,845,670	1,845,670
Repatiation Fund	-	195,665
	373	2,041,708
	\$ 16,308,754	\$ 18,350,089
	\$ 1,845,670	\$ 12,204,752
	\$ 195,665	\$ -
	\$ 18,350,089	\$ 12,204,752

Approved on behalf of the Board of Directors:

 Director

 Director

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Statement of Operations and Changes in Net Assets - Operating Fund**

For the year ended March 31	2011	2011	2010
	Budget (unaudited)	Actual	Actual
<b>Revenue</b>			
Province of Manitoba -			
Department of Family Services & Housing Division	\$ 38,129,470	\$ 41,189,171	\$ 38,317,477
Interest	12,000	-	9,774
Other	35,000	6,805	4,054
Goods and Service Tax	-	36,963	32,694
	<u>38,176,470</u>	<u>41,232,939</u>	<u>38,363,999</u>
<b>Expenses</b>			
<b>Personnel</b>			
Recruitment	-	6,650	25,188
Salaries, wages and benefits	2,206,376	2,058,285	1,540,976
Training and education	62,500	16,342	22,928
Travel	80,000	72,971	48,020
	<u>2,348,876</u>	<u>2,154,248</u>	<u>1,637,112</u>
<b>Office Operations</b>			
Interest and bank charges	-	3,759	3,397
Supplies	36,000	26,594	35,690
Telephone, fax and internet	24,000	23,101	20,248
	<u>60,000</u>	<u>53,454</u>	<u>59,335</u>
<b>Office and Building</b>			
Insurance	20,000	23,092	21,035
Rent	160,000	181,699	155,384
	<u>180,000</u>	<u>204,791</u>	<u>176,419</u>
<b>Other Authority</b>			
Agency governance support	96,000	85,553	95,828
Agency reviews	-	220,335	373,597
Agency strategy and communication meetings	30,000	28,992	32,134
Annual meeting	7,500	9,162	8,037
Ahsanook start-up expenses	-	-	60,000
Board training and meeting expenses	25,000	20,273	22,968
Changes for children initiatives	-	48,960	472,117
Differential response initiatives	119,756	241,083	52,093
Information technology support	344,568	459,456	385,770
Joint training unit	72,450	338,894	868,204
Office of the standing committee	184,419	242,666	108,170
Professional fees	25,000	49,690	67,107
Community relations	4,000	12,590	11,256
	<u>908,693</u>	<u>1,757,654</u>	<u>2,557,281</u>
<b>Agency Support</b>			
Agency central support	31,928,300	32,442,724	31,887,546
Agency differential response initiatives	-	1,631,475	601,576
Agency family support innovations fund	273,600	273,600	273,600
	<u>32,201,900</u>	<u>34,347,799</u>	<u>32,762,722</u>
<b>Other Program Support</b>			
Golden Eagle program support	1,000,000	1,001,432	1,000,271
Ji-zhaabwing program support	1,450,000	913,014	-
	<u>2,450,000</u>	<u>1,914,446</u>	<u>1,000,271</u>
<b>Total expenses</b>	<u>38,149,469</u>	<u>40,432,392</u>	<u>38,193,140</u>
<b>Excess of revenue over expenses for the year</b>	<u>\$ 27,001</u>	<u>800,547</u>	<u>170,859</u>
<b>Fund balance, beginning of year</b>		11,086	49,900
<b>Interfund transfers</b>			
Transfer to Repatriation Fund	-	(35,000)	(35,000)
Transfer to Capital Fund	-	(776,260)	(174,673)
<b>Fund balance, end of year</b>		<u>\$ 373</u>	<u>\$ 11,086</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

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**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
Statement of Operations and Changes in Net Assets  
- Capital Fund

For the year ended March 31	2011	2011	2010
	Budget (unaudited)	Actual	Actual
<b>Revenue</b>			
DIAND funding	\$ -	\$ 1,000,000	\$ -
<b>Expenses</b>			
Amortization	-	394,021	147,675
Loss on disposal of capital assets	-	11,540	-
	-	405,561	147,675
<b>Excess (deficiency) of revenue over expenses for the year</b>	\$ -	594,439	(147,675)
<b>Fund balance, beginning of year</b>		474,971	447,973
<b>Interfund transfers</b>		776,260	174,673
<b>Fund balance, end of year</b>		\$ 1,845,670	\$ 474,971

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

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**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
Statement of Operations and Changes in Net Assets  
- Repatriation Fund

For the year ended March 31	2011	2011	2010
	Budget (unaudited)	Actual	Actual
<b>Revenue</b>	\$ -	\$ -	-
<b>Expenses</b>			
Salaries and benefits	-	47,172	65,441
Travel	-	1,082	1,509
	-	48,254	66,950
<b>Deficiency of revenue over expenses for the year</b>	\$ -	(48,254)	(66,950)
<b>Fund balance, beginning of year</b>		208,919	240,869
<b>Interfund transfers</b>		35,000	35,000
<b>Fund balance, end of year</b>	\$	195,665	\$ 208,919

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

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**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Statement of Cash Flows**

For the year ended March 31	2011	2010
<b>Cash flows from Operating Activities</b>		
Excess (deficiency) of revenue over expenses for the year	\$ 1,346,732	\$ (43,766)
Adjustments for Items not involving cash		
Amortization of capital assets	394,021	147,675
Loss on disposal of capital assets	11,540	-
	<u>1,752,293</u>	<u>103,909</u>
Changes in non-cash working capital balances		
Accounts receivable	(3,666,631)	(1,816,005)
Prepaid expenses and deposits	(107,573)	3,501
Due from agencies	(2,100,040)	(1,131,630)
Accounts payable and accrued liabilities	5,144,150	(468,393)
Deferred revenue	(2,445,585)	2,675,794
	<u>(3,175,679)</u>	<u>(736,733)</u>
	<u>(1,423,386)</u>	<u>(632,824)</u>
<b>Cash flows from Investing Activities</b>		
Purchase of capital assets	<u>(1,776,260)</u>	<u>(174,673)</u>
<b>Cash flows from Financing Activities</b>		
Net advances from Province of Manitoba	<u>2,100,040</u>	<u>1,131,630</u>
<b>Increase (decrease) in cash during the year</b>	<b>(1,099,606)</b>	<b>324,133</b>
<b>Cash and short-term investments, beginning of year</b>	<b>1,400,386</b>	<b>1,076,253</b>
<b>Cash and short-term investments, end of year</b>	<b>\$ 300,780</b>	<b>\$ 1,400,386</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

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**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Summary of Significant Accounting Policies**

**For the year ended March 31, 2011**

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<b>Basis of Accounting</b>	These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles using the accrual basis of accounting.
<b>Fund Accounting</b>	<p>In order to ensure observance of limitations and restrictions placed on the use of resources available to the Authority, the accounts are maintained on a fund accounting basis. Accordingly, resources are classified for accounting and reporting purposes into funds. These funds are held in accordance with the objectives specified by the contributors or in accordance with the directives issued by the Board of Directors.</p> <p>The Operating Fund is used to account for all revenue and expenditures related to general and ancillary operations of the Authority.</p> <p>The Capital Fund is used to account for all capital assets of the Authority and to present the flow of funds related to their acquisition and disposal, unexpended capital resources and debt commitments.</p> <p>The Repatriation Fund is an internally restricted fund used to account for monies for specific purposes.</p>
<b>Revenue Recognition</b>	The Authority follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.
<b>Financial Instruments</b>	<p>The Authority utilizes various financial instruments. Unless otherwise noted, it is management's opinion that the Authority is not exposed to significant interest, currency or credit risks arising from these financial instruments and the carrying amounts approximate fair values.</p> <p>All transactions related to financial instruments are recorded on a settlement date basis.</p>

## FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY

### Summary of Significant Accounting Policies

For the year ended March 31, 2011

#### Financial Instruments (continued)

The Authority classifies its financial instruments as follows based on the purpose for which the asset was acquired and follows the disclosed accounting policy for each category.

<u>Assets/Liability</u>	<u>Category</u>	<u>Measurement</u>
Cash and short-term investments	Held for trading	Fair value
Accounts receivable	Loans and receivables	Amortized cost
Due from Agencies	Loans and receivables	Amortized cost
Accounts payable and accrued liabilities	Other financial liabilities	Amortized cost
Due to Province of Manitoba	Other financial liabilities	Amortized cost

- Held for trading items are carried at fair value, with changes in their fair value recognized in the statement of operations.
- Loans and receivables are carried at amortized cost, using the effective interest rate method, less any provision for impairment.
- Other financial liabilities are carried at amortized cost, using the effective interest method.

Transition costs are expensed as incurred.

#### Capital Assets

Capital assets are recorded at cost less accumulated amortization. Amortization is provided using the declining balance and straight-line method at rates intended to amortize the cost of assets over their estimated useful lives.

Computer equipment	30% declining balance basis
Furniture and fixtures	20% declining balance basis

Leasehold improvements are amortized over the term of the lease.

#### Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

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**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Summary of Significant Accounting Policies**

**For the year ended March 31, 2011**

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**New Accounting  
Pronouncements**

In December 2010, the Accounting Standards Board and Public Sector Accounting Board ("Boards") issued new standards for not-for-profit organizations ("NPOs") as follows:

For non-government (private sector) NPOs, they have a choice of:

1. International Financial Reporting Standards ("IFRS"); or
2. Accounting Standards for NPOs (which is essentially the Accounting Standards for Private Enterprises with the current 4400 series of NPO specific standards added with some minor changes).

For government (public sector) NPOs they have a choice of:

1. Public Sector Accounting standards with the current series of NPO-specific standards added with some minor changes; or
2. Public Sector Accounting standards.

The Boards require NPOs to adopt their respective standards for year ends beginning on or after January 1, 2012. Until the date of transition to the new standards, all NPOs will continue to follow the current Canadian Institute of Chartered Accountants Handbook – Accounting Part V – Pre-Changeover Standards.

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Notes to Financial Statements**

**For the year ended March 31, 2011**

**1. Nature of Organization**

The First Nations of Southern Manitoba Child and Family Services Authority (the "Authority") was incorporated on November 24, 2003 under the Province of Manitoba through The Child and Family Services Authority Act, S.M. 2002, c. 35 excerpt section 20; the Act came into force by proclamation on November 24, 2003.

The Authority was established as a non-profit organization with the responsibility for administering and providing for the delivery of a system of child and family services to Southern First Nations people who are members of the Southern First Nations and other persons who are identified with those Southern First Nations. In partnership with the Province of Manitoba, the Authority is committed to establishing a jointly coordinated child and family services system that recognizes the distinct rights and authorities of First Nations and Metis people in Manitoba.

The Authority is a non-profit organization and as such is exempt from income taxes under The Income Tax Act (the "Act"). In order to maintain its status as a non-profit organization under the Act, the Authority must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

**2. Cash and Short-term Investments**

Cash and short-term investments contains is a prime-linked cashable guaranteed investment certificate in the amount of \$40,481. The GIC bears interest at 0.25% and matures on February 2, 2012.

**3. Accounts Receivable**

	2011	2010
DIAND	\$ 1,000,000	\$ -
Due from agencies	1,007,598	770,319
Due from Province of Manitoba		
800 Adele - office start-up and operating cost recoveries	671,711	1,022,804
Agency review recoveries	621,146	463,627
Differential response funding	-	1,211,276
Golden Eagle funding	1,001,432	-
IT support cost recoveries	476,101	473,575
Ji-zhaabwiing funding	251,997	-
New funding model adjustment	2,269,164	-
Other	825,649	814,327
GST receivable	188,495	118,404
Other	267,413	368,151
800 Adele - renovation cost reimbursements	1,962,579	1,634,171
	<u>\$ 10,543,285</u>	<u>\$ 6,876,654</u>

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**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Notes to Financial Statements**

**For the year ended March 31, 2011**

**4. Capital Assets**

	2011			2010		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Computer equipment	\$ 2,624,929	\$ 879,231	\$ 1,745,698	\$ 865,453	\$ 508,105	\$ 357,348
Furniture and fixtures	225,079	125,107	99,972	208,295	102,212	106,083
Leasehold improvements	-	-	-	19,539	7,999	11,540
	<b>\$ 2,850,008</b>	<b>\$ 1,004,338</b>	<b>\$ 1,845,670</b>	<b>\$ 1,093,287</b>	<b>\$ 618,316</b>	<b>\$ 474,971</b>

**5. Due from Agencies and Due to Province of Manitoba**

The Province of Manitoba advanced the Authority a working capital advance in the amount of \$5,537,990 (\$3,437,950 in 2010), which in turn was advanced by the Authority to the Agencies. The advances are repayable by the Authority if the Authority's operations cease. The amounts due from the Agencies have no fixed terms of repayment and are non-interest bearing.

	2011	2010
Animikii-Ozozon Child and Family Services	\$ 1,204,000	\$ 406,890
Child and Family All Nations Coordinated Response Network	538,400	538,400
Dakota Ojibway Child and Family Services	689,610	393,510
Intertribal Child and Family Services	121,030	121,030
Peguis Child and Family Services	221,820	221,820
Sandy Bay Child and Family Services	158,700	158,700
Southeast Child and Family Services	1,368,830	362,000
West Region Child and Family Services	1,235,600	1,235,600
	<b>\$ 5,537,990</b>	<b>\$ 3,437,950</b>

**6. Accounts Payable**

	2011	2010
Due to agencies	\$ 4,716,797	\$ 307,023
Trade payables	1,429,434	728,167
Accrued expenses	173,700	140,591
	<b>\$ 6,319,931</b>	<b>\$ 1,175,781</b>

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Notes to Financial Statements**

**For the year ended March 31, 2011**

**7. Deferred Revenue**

Deferred revenue represents funds received during the year, which have been deferred to periods when their specified expenditures are expected to be incurred.

	2011	2010
Balance, beginning of year	\$ 6,896,045	\$ 4,220,250
Funds received:		
Province of Manitoba	4,395,379	9,508,427
Other	121,724	14,543
Less amounts recognized as revenue in the year	<u>(6,962,688)</u>	<u>(6,847,175)</u>
Balance, end of year	4,450,460	6,896,045
Less: current portion	<u>4,419,608</u>	<u>5,121,319</u>
Deferred revenue relating to future years	<u>\$ 30,852</u>	<u>\$ 1,774,726</u>

**8. Commitments**

The Authority has entered into various lease agreements for premises for its operations and to support other agencies and programs expiring between June 2011 and January 2029.

The minimum annual lease payments for the next five years are as follows:

2012	\$ 1,148,805
2013	1,270,632
2014	1,275,532
2015	1,285,465
2016	1,137,810

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**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Notes to Financial Statements**

**For the year ended March 31, 2011**

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**9. Capital Management**

The Authority's objectives when managing capital is to safeguard its ability to continue as a going concern, so that it can continue with improvement of the financial situation of families through the provision of services and information on a range of financial issues.

The Authority sets the amount of capital in proportion to risk and manages the capital structure and makes adjustments to it in light of changes to economic conditions and the risk characteristics of the underlying assets.

The Authority monitors capital quarterly through the Board of Directors meeting. During the year, the Authority's strategy was to protect its capital through managing revenues and expenses as well as through maintaining a balanced investment portfolio. The strategy remained unchanged from the previous year.

**10. Financial Risk Management**

The Authority is exposed to different types of risk in the normal course of operations, including credit risk and market risk. The Authority's objective in risk management is to optimize the risk return trade-off, within set limits, by applying integrated risk management and control strategies, policies and procedures throughout the Authority's activities.

Credit Risk

Credit risk is the risk that one party to a financial instrument fails to discharge an obligation and causes financial loss to another party. Financial instruments which potentially subject the Authority to credit risk consist principally of accounts receivable.

The Authority's maximum exposure to credit risk without taking account of any collateral or other credit enhancements is \$10,543,285 (\$6,876,654 at March 31, 2010).

The Authority is not exposed to significant credit risk as the majority of the receivables are from the the Province of Manitoba and agencies.

Market Risk

Market risk is the risk the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, foreign exchange risk and other price risk.

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Authority is not exposed to significant interest rate risk as its cash and investments are held in short-term or variable rate products.

The Authority is not exposed to significant foreign currency risk as it does not have any financial instruments denominated in foreign currency.

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**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Notes to Financial Statements**

**For the year ended March 31, 2011**

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**10. Financial Risk Management (continued)**

Liquidity Risk

Liquidity risk is the risk that the Authority will encounter difficulty in meeting financial obligations as they become due, and arises from the Authority's management of working capital. The Authority's policy is to ensure that it will have sufficient cash to allow it to meet its liabilities when they become due.

Fair Value

The carrying values of cash, short-term investments, accounts receivable, and accounts payable and accrued liabilities approximate their fair value due to the relatively short periods to maturity of these items or because they are receivable or payable on demand.

**11. Economic Dependence**

The Authority's primary source of income is the grant funding received from the Province of Manitoba Department of Family Services and Housing. The Authority's ability to continue viable operations is dependent upon maintaining its ability to obtain funding. As at the date of these financial statements, the Authority believes that the grant funding from the Province of Manitoba will continue.





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## Auditor's Comments on Supplementary Financial Information

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To the Board of Directors of FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY

We have audited the financial statements of the FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY, which comprise the statement of financial position as at March 31, 2011, and the statements of operations and changes in net assets and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, and have issued our report thereon dated October 11, 2011 which contained an unmodified opinion on those financial statements. The audit was performed to form an opinion on the financial statements as a whole. The Statement of DIAND Funding and Expenditures is presented for the purposes of additional analysis and is not a required part of the financial statements. Such supplementary information is the responsibility of management and was derived from the underlying accounting and other records used to prepare the financial statements.

The supplementary information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such supplementary information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves.

### Restriction on Distribution and Use

The supplementary information is prepared to assist the FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY to meet the requirements of the Minister of Indian Affairs and Northern Development (the "Minister"). As a result, the supplementary information is not presented in accordance with Canadian generally accepted accounting principles and may not be suitable for another purpose. Our report is intended solely for the FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY and the Minister and should not be distributed to or used by parties other than the FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY or the Minister.

*BDO Canada LLP*

Chartered Accountants

Winnipeg, Manitoba  
October 11, 2011

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**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY  
Schedule 1 - Statement of DIAND Funding and Expenditures**

For the year ended March 31	2011	2011	2010
	Budget (unaudited)	Actual	Actual
<b>Revenue</b>			
DIAND funding	\$ -	\$ 1,000,000	\$ -
<b>Expenditures Included in Capital Assets</b>			
Virtual local area network	-	62,596	-
Computer refresh	-	272,529	-
Virtual server and licenses	-	1,244,016	-
	-	1,579,141	-
<b>Deficiency of revenue over expenditures</b>	\$ -	\$ (579,141)	\$ -

### III – Acronyms List

ADP	Authority Determination Process
AHU	After Hours Unit (ANCR)
AJI-CWI	Aboriginal Child Welfare Initiative
AMC	Assembly of Manitoba Chiefs
ASIST	Applied Suicide Intervention Skills Training
BEB	Band Employee Benefits
BCP	Business Continuity Plan
C4C	Changes for Children Initiative
CEO	Chief Executive Officer
CFS	Child and Family Services
CFSA	<i>The Child and Family Services Act</i>
CFSAA	<i>The Child and Family Services Authorities Act</i>
CFSIS	Child & Family Services Information System
CIC	Child(ren) in Care
COA	Change of Authority
CPB	Child Protection Branch, Family Services and Consumer Affairs
CSA	Children's Special Allowances (e.g. Child Tax Benefit)
DR	Differential Response
DLW	Designated Level Worker
ED	Executive Director
EOC	Extension of Care
EPR	Emergency Placement Resources
EPS:	Expectant Adolescent Services
EYES for ME	Engaging Youth Empowering Spirits for Mother Earth
FASD	Fetal Alcohol Spectrum Disorder
FE	Family Enhancement
FH	Foster Home (includes foster homes; specialized foster homes)
FIPPA	<i>The Freedom of Information and Protection of Privacy Act</i>
FN	First Nation
IDSC	Interdisciplinary Studies Certificate
INAC	Indian & Northern Affairs Canada
IT	Information Technology
MANFF	Manitoba Association of Native Firefighters
MOU	Memorandum of Understanding
OCA	Office of the Children's Advocate
ONP	Other Non-Paid Care (e.g. health facility; correctional facility; reunification in own home; non-paid care with relatives)

OPR	Other Paid Resource (e.g. places of safety; independent living; out of province placements)
PDA	Public Interest Disclosure Act (Whistleblower Protection)
PHIA	Personal Health Information Act
PW	Permanent Ward
RC	Residential Care (includes group homes; treatment centers; group care arrangements)
ROPE	Rites of Passage Envisioned
SAP	Selected Adoption Placement
SCO	Southern Chiefs Organization
SDM	Structured Decision Making
SIR	Special Investigation Review
SFNNC	Southern First Nations Network of Care (First Nations of Southern Manitoba Child & Family Services Authority)
SHEAL	Spirit Horse Equine Assisted Learning
TW	Temporary Ward
VK-QA	Vision Keepers - Quality Assurance
VLAN	Virtual Local Area Network
VPA	Voluntary Placement Agreement
VSG	Voluntary Surrender of Guardianship

