



# “For Our Children”



## 2012 / 2013 Annual Report

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

## 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*



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### Anishinaabe Child and Family Services (ACFS)

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



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

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



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### 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*



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### Intertribal Child and Family Services (ICFS)

- Dakota Tipi • Fisher River • Kinonjeoshtegon



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### Peguis Child and Family Services (PCFS)

- Peguis



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### Sagkeeng Child and Family Services (SCFS)

- Sagkeeng



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

- Sandy Bay • Dakota Plains

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



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### Southeast Child and Family Services (SECFS)

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



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### 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 Administrator

When the SFNNC board of directors no longer had the minimum number of directors required by legislation, the Minister of Family Services and Labour for the Province of Manitoba placed the First Nations of Southern Manitoba Child and Family Services Authority under Administration as per Section 28 of The Child and Family Services Authorities Act.

Under the Order of Administration, the board of directors was dissolved, and replaced with an Administrator who has the rights, powers, responsibilities and duties of the SFNNC and its board as per Section 28(4) of the Authorities Act.

On January 18, 2013, the original Order of Administration was amended to include the appointment of four directors in an advisory board capacity. With guidance from the advisory board, we are working to establish the conditions necessary to lift the Order of Administration and return governance of the SFNNC to a fully functioning board of directors.

It is important to acknowledge the significant progress that has been made over more than a decade of the operation of the Southern First Nations Network of Care. Recognizing the important achievements with respect to supporting our mandated agencies, and strengthening the services that are delivered to our children, youth and families, we must acknowledge the dedication and professionalism of outgoing CEO, Elsie Flette. One of the Advisory Board's primary objectives for 2013/14 will be the recruitment of a new Chief Executive Officer.

We look forward to building upon these foundations as we continue to strengthen the SFNNC. We will be guided by the wisdom and knowledge of First Nations leadership, our agencies, service providers, and community members of Manitoba's Southern First Nations. And we will move forward together on the path to a brighter future for our children, youth and families.

*Peter Dubiński*

Administrator/Interim Chief Executive Officer

## Staff Listing

*(As at September 1, 2013)*

### Executive

Elsie Flette, BSW, MSW

Peter Dubiensi

Dan Richard, B.Comm, CA, CAFM

Lorna Croitor

Chief Executive Officer

Interim Chief Executive Officer (effective October 14, 2013)

Chief Financial Officer / Director of Operations

Executive Assistant

### Policy & Strategy

Louise McKay, BA

Colin Kinsella, BA, MA

Nelson Mayer, BA, BSW

Director of Policy & Strategy

Policy Analyst – Standing Committee

Policy Analyst – Standing Committee

### Finance

Trevor Mierke

Jacqui Meeches

Senior Financial Accountant

Provincial Child Maintenance Administrator

### Administration

Gladys McKay

Karen Desjarlais

Theresa Pierre

Patricia Halaburda

Darlene Ahmo

Charlene Nepinak

*Vacant*

Office Manager

Administrative Assistant – Front Reception

Administrative Assistant – DR / CFSIS Trainer

Administrative Assistant – Standing Committee

Administrative Assistant – QA/VK

Administrative Assistant – Service Support

Administrative Assistant – Intake

### Information Technology

Lori Lavallee, CNE

Vlastimir Drakul, BSc., MCSE

Shawn Webster, MCP, Computer Sciences

Dave Cawson

David Kiddell

Paul Garcia

Cheryl Devenny

Information Technology Manager

Systems Administrator

Information Systems Support

Network Administrator

Information Systems Support

Network Administrator

IT Project Specialist

**Human Resources**

Kent Brown, CHRP Candidate

*Vacant*

Cindy Myran

Barbara Katic, B.Ed.

Kayla Guiboche

Director, Human Resources

Spiritual Caregiver

Human Resource Assistant/FIPPA Coordinator

Education &amp; Training Services Specialist

Education &amp; Training Centre Manager

**Communications**

Jim Compton

Director of Communications &amp; Community Relations

**Vision Keepers (Quality Assurance)**

Tara Petti, BA, BSW, MSW underway

Kim Hotomani, BSW

Deborah Chornoby-Sabourin, BSW

Lisa Medd, BSW

Director of Vision Keepers

Vision Keeper

Vision Keeper

Vision Keeper (on Leave)

**Case Management Support** (title under review)

Bert Crocker, MSW

Director, Case Management Services (title under review)

**Service Support**

Jolene Cameron, BSW, MSW

Marcia Liske, BSW

Marsi Rock, M.A.

Catherine McAuley, BSW

Tara Cook, BSW, MSW underway

Doreen Moellenbeck, BSW, MSW underway

*Vacant*

Lynn Pierre, BSW

Shauna Natrasony, BSW

Director, Service Support

Differential Response Coordinator

FASD Specialist

Manager, Service Support

Intake Coordinator (on leave)

Intake Coordinator

Addictions Specialist (0.5 FTE)

Services to Children in Care Coordinator

Services to Children in Care Coordinator

**Strategic Resource Development**

Donna Lalonde, BA, CHRP

Amy Marcil-Dallaire, BA

Felicia Johnston, BA, BSW, MSW underway

Raymond Delaronde

Dolores Compton, BA

Cynthia Richard

Karen Colby

Strategic Resource Development Manager

Alternative Placement Worker

Resource Development Worker

Program Manager – Ji-zhaabwiing

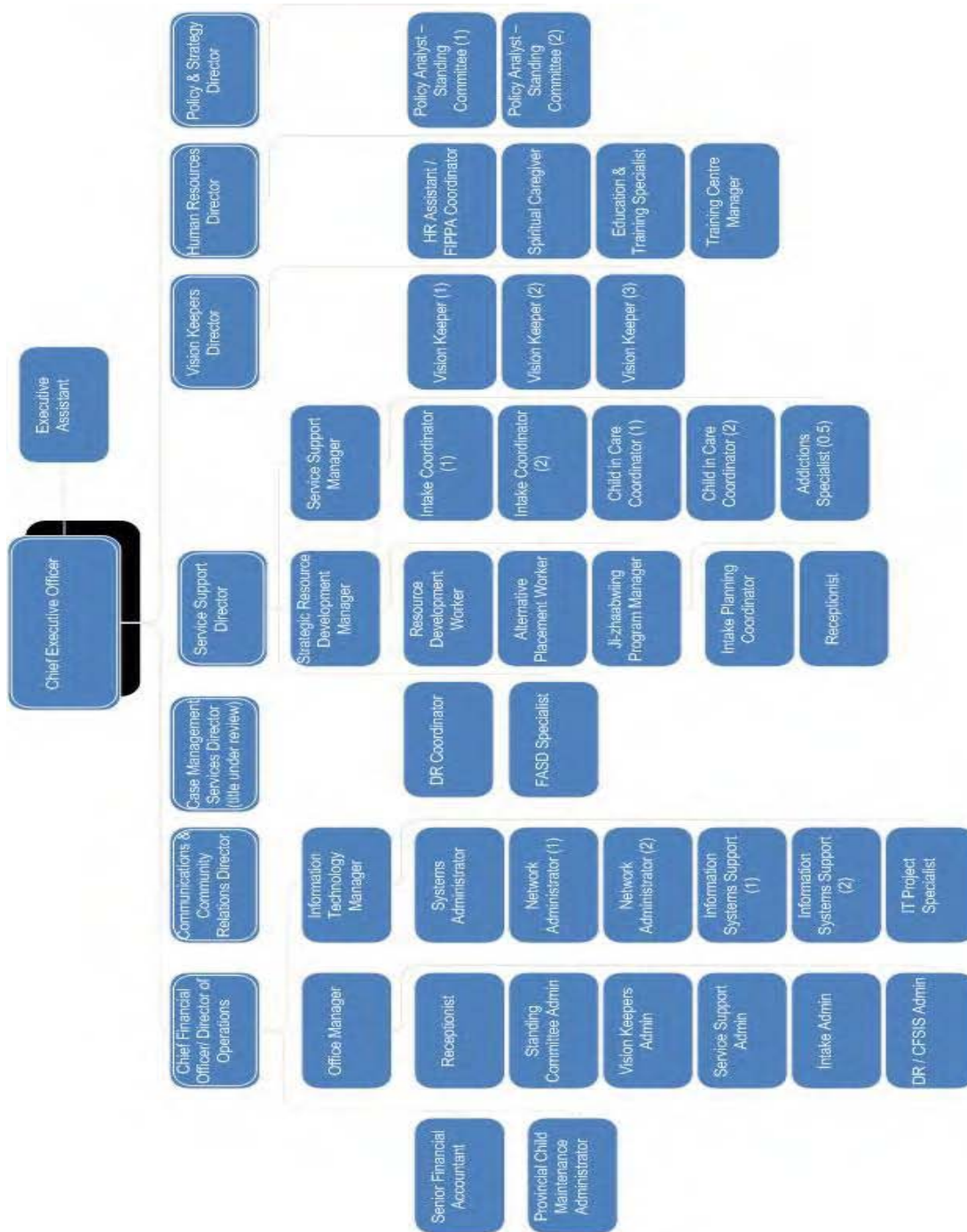
Intake Planning Coordinator – Ji-zhaabwiing

Ji-zhaabwiing Receptionist (on leave)

Ji-zhaabwiing Receptionist (term)

# Staff Organizational Chart

Figure 1





## 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 (PCFS), Sagkeeng Child and Family Services (SCFS), Southeast Child and Family Services (SECFS), and West Region Child and Family Services (WRCFS).

An eighth agency, Animikii Ozoson Child and Family Services (AOCFS), 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. AOCFS 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 (SBCFS), 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 / Administrator

On January 18, 2013, the original Order of Administration was amended to include the appointment of 4 Directors in an advisory board capacity to the Administrator of the SFNNC. The role of the advisory board is to provide guidance and feedback on initiatives of the SFNNC to the Administrator. As per the appointment order, the advisory board members may continue to perform duties, or exercise any powers, assigned to the directors under the Authorities Act, or any other Act, provided that any such act of the Directors is approved by the Administrator. In 2013/14, the Advisory Board will be reviewing the SFNNC By-Laws and commissioning a Board Governance Review.

Currently, members of the Advisory Board are:

Figure 2

SFNNC Advisory Board	
Wayne Helgason	Cora Morgan
Ivy Chaske	Glenn Cochrane

## 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 2012/2013 to achieve this end. They included:

- 2-day monthly meetings with agency Executive Directors and Finance Officers, with opportunities for regular in camera meetings with agency directors to jointly address issues that arise.
- 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 hosting the regional tripartite table meetings on federal funding.
- Case support and consultation; meetings with individual agencies to address agency specific matters.
- Assisting agencies in the completion of their five year operations/business plans; working with the agencies to complete a resource development needs assessment.
- In conjunction with Aboriginal Affairs and Northern Development Canada (AANDC), hosted a provincial First Nation CFS Directors Meeting in March 2013 to discuss the next generation of the Enhanced Prevention Focused Approach of the new federal funding formula.
- Provided support and capacity building services to agencies through primarily the Agency Service Support Unit and the Vision Keepers (Quality Assurance) Unit but also including the Human Resource Unit and the Alternative Care Unit.

## 2012/13 Operational Objectives

### Areas of Focus

The strategic areas of focus for 2012/2013 were identified as follows:

1. Culturally Appropriate Case Management / CFSIS Use
2. Expansion of Bandwidth
3. Service Standards Development
4. Standardized Foster Home Rates

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

Figure 3

2012/13 Areas of Focus	Key Directional Statements	Year End Status Update
<b>Enhancing and Improving Case Management and CFSIS Use in a culturally appropriate manner</b>	<ul style="list-style-type: none"> <li>• Provide training to SFNNC CFS agencies in Structured Decision Making (SDM) case management tools.</li> <li>• Recruit IM/CFSIS trainers.</li> <li>• Develop a training guide that incorporates SDM/IM/CFSIS for caseworkers and supervisors.</li> <li>• Provide agency support through SDM and IM/CFSIS work sessions.</li> <li>• Train agency trainers to train agency staff in the new SDM Safety Assessment</li> <li>• Complete quality assurance process regarding use of case management tools on Family Enhancement and new cases</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing SDM training provided including a SDM Train the Trainers for agency staff</li> <li>• Specialized trainings for IM/CFSIS is ongoing</li> <li>• IM/CFSIS/SDM case management training guide is completed</li> <li>• SDM and IM/CFSIS training and work sessions are ongoing and continue to be held at both SFNNC Computer lab and agency offices</li> <li>• Agency trainers are trained in the new SDM Safety Assessment (February 2013)</li> <li>• Completed quality assurance reviews on Family Enhancement cases and new cases in February 2013</li> </ul>
<b>Connectivity Project including Expansion of Bandwidth</b>	<ul style="list-style-type: none"> <li>• Complete the VLAN installation at all sites</li> <li>• Begin virtualization of agency servers</li> <li>• Begin transition to the VOIP system</li> <li>• Assess document management software and determine which one best meets the needs of agencies and the SFNNC</li> <li>• Increase CFSIS training and data entry for agency staff</li> </ul>	<ul style="list-style-type: none"> <li>• As of March 31, 2013, 42 sites have the VLAN completed</li> <li>• Virtualization SFNNC, AOCFS, ACFS, DOCFS, 1-Intertribal CFS, WRCFS and work underway at the remaining agencies</li> <li>• New computers purchased for the on-reserve offices have been rolled out</li> </ul>

2012/13 Areas of Focus	Key Directional Statements	Year End Status Update
		<ul style="list-style-type: none"> <li>• VOIP system in place at the SFNNC, AOCFS, ACFS, DOCFS, SECFS, and Intertribal CFS – Head Office) and work underway at the remaining agencies</li> <li>• Purchase of TRIM document management system</li> <li>• Training plan for CFSIS was developed and training underway</li> </ul>
<b>Service Procedures &amp; Standards Development</b>	<ul style="list-style-type: none"> <li>• Development of criteria and template for extensions of care for SFNNC CFS agencies to use when requesting extensions.</li> <li>• Development of a SFNNC standard for termination of Voluntary Surrender of Guardianship (VSG).</li> </ul>	<ul style="list-style-type: none"> <li>• A working group with the SFNNC CFS agencies was held in January 2013. A Draft template with criteria is under development by SFNNC staff which will be reviewed by agencies.</li> <li>• A termination of a VSG template has been sent for legal opinion.</li> </ul>
<b>Standardization of Foster Home Rates</b>	<ul style="list-style-type: none"> <li>• In collaboration with all CFS Authorities and the Child Protection Branch, development and implementation of a standardized approach to how CFS agencies in Manitoba calculate special rates provided to foster parents.</li> </ul>	<ul style="list-style-type: none"> <li>• A proposed model has been developed with input from SFNNC agencies and all four CFS Authorities.</li> <li>• Field testing on this model began in April 2013.</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, families and communities served by the Southern First Nations Network of Care (SFNNC).

In 2012/13, the Policy and Strategy Unit continued to work in the following areas:

- Worked with the Child and Family Services Standing Committee, a group that has legislated responsibility for promoting 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 Director of the Child and Family Services for the Province of Manitoba. The CFS Standing Committee is supported by a staffed office.
- Continuing to assist the CFS Standing Committee in strengthening the new governance model established under *The Child and Family Services Authorities Act* (Aboriginal Justice Inquiry – Child Welfare Initiative<sup>1</sup>).
- Completing implementation of the recommendations from the *Changes for Children Initiative* ([www.changesforchildren.mb.ca](http://www.changesforchildren.mb.ca)).
- Ongoing system development including communications (both within the CFS system and externally); Policy, Protocols and Standards; participating on inter-sectoral committees and initiatives.
- Working with agencies to develop and implement Crisis Response Teams.
- Continued to work with Agencies to update their Business Continuity Plans.
- Continued to work with ANCR (All Nations Coordinated Response Network) in developing a French Language Service plan. This plan will ensure that, upon request, child and family services are available and accessible in French to residents in Winnipeg. The Policy and Strategy Unit and ANCR are working in consultation with the Manitoba Francophone Affairs Secretariat and the Conseil communauté en santé du Manitoba (CCS) in developing a plan for the Agency.

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<sup>1</sup> For historical background on the AJI-CWI, please refer to the website at: [www.aji-cwi.mb.ca](http://www.aji-cwi.mb.ca)

## 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 2012 to March 2013.

### 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:

- Assisting SFNNC staff, Agencies, and Leadership in preparation for the Phoenix Sinclair Inquiry. This included a Communications Strategy, Media Workshops, and assistance with on-going media relations.
- Preparing, coordinating and/or responding directly to media requests.
- SFNNC Board governance issues.

## Reports to Southern First Nations Leadership

Since 2011, the SFNNC produces reports for the southern First Nations Chiefs and Councils. The Communications Unit has the lead role in the production of these reports for the SFNNC. These reports can be viewed by visiting the SFNNC website. [www.southernnetwork.org/reports\\_and\\_audits.php](http://www.southernnetwork.org/reports_and_audits.php).

## 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.

## Video Productions / Campaigns

The Communication Unit develops and assists in the production of videos for public educational and in house training purposes. This includes videos requested by agencies on various program initiatives such as Cultural Camps, Differential Response, Visions & Voices (FASD Awareness), and youth crime prevention.

## Strategic Communications

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. This includes:

- Key messaging developed with Federal and/or Provincial media announcements that involved the SFNNC.
- Liaised and consulted with key stakeholders in relation to reviews, press material, questions and answers, and general messaging/planning.
- The Unit coordinated and facilitated communications activities across the four Authorities in order to ensure consistency and clarity in public activities.
- Ongoing meetings with staff from the Office of the CFS Standing Committee in relation to overall Media Strategy, CFS Directory (updated and distributed), upcoming workshops, exhibits and conferences.

## 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 2012/13 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, AANDC)
- Working with Agencies to implement the new funding model, including the preparation and monitoring of the Strategic Service Plans (Business Plans).

## Administration

The SFNNC's annual operational planning work session was held in January 2013. 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 four years is shown in the following table:

Figure 4

Communication Method	2009/10		2010/11		2011/12		2012/13	
	Total	Monthly Average	Total	Monthly Average	Total	Monthly Average	Total	Monthly Average
Phone calls	21,760	1,813	20,424	1,702	19,373	1,614	18,409	1535
Faxes	2,328	194	2,514	210	2,608	217	2364	197
Correspondence	2,684	224	2,531	211	2,144	179	1922	160

\*Communications that come directly to workers via VOIP extensions, cell phones, and e-mail are not captured in the numbers above.

## 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 AANDC 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. The Project began in March 2011.

### Highlights of the Project:

- 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 60 sites involved – 40 on reserve and 20 off reserve.
- As of March 31, 2013 VLAN connections were established in 42 sites, on and off reserve. It is expected that all sites will have the VLAN completed by March 2014. Implementation of the VLAN will provide agencies with direct access to CFSIS. It will give them the capacity for internet phones and for video conferencing.
- As of March 31, 2013 VOIP phones (internet phone) are being set up in 14 sites. It is expected that all remaining sites will VOIP phones in by March 31, 2014. 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 phones costs.
- As of March 31, 2013, 37 out of 60 sites were switched over to a virtual server environment, with the remaining sites scheduled to be switched over by March 31, 2014. 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 are being rolled out as the VLAN and virtual server environment is being implemented at each site.
- CFSIS training and data entry began in 2012/13, both at agency sites and through the Education and Training Team.
- Implementing the TRIM Records Management system is being planned for 2013/14, both for the SFNNC and for the agencies. This project is being planned over 5 years for implementation.

## 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 2012/13, key activities for the HR Unit included:

- Completed Human Resource Policy Manual update.
- Monthly Meetings with Human Resource Managers/Directors.
- Coaching Agency ED's and HR staff on Human Resource issues including unions, complaints, staffing, audits, and management issues.
- Coaching SFNNC Managers regarding staff issues.
- Coordinating the SFNNC Health and Safety committee and following up on issues arising from those meetings.
- Overseeing the recruitment and hiring process at the SFNNC.
- Responded to requests for information.

Work has continued on 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 our 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, 2013, the Aboriginal status of staff was as follows:

Figure 5

Work Force	Southern Network	Agencies	ANCR
Aboriginal status	83%	73%	33%
Non-Aboriginal status	17%	27%	67%

### 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 2012/13.

Of the 99 new hires at the agencies, 84% (83) met the requirements of the Designated Level Worker<sup>2</sup> 2 (DLW2), and 14% (17) were given a DLW1 designation. Two (2) new hires were given DLW2 provisional designation.

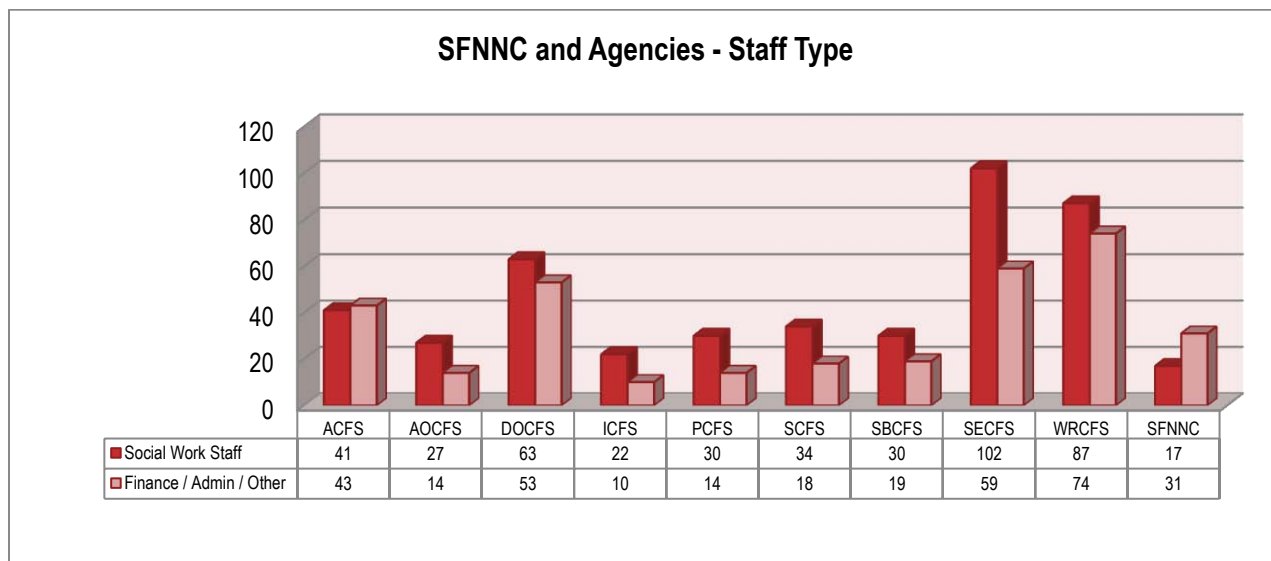
Figure 6



In 2012/13 there was a total of 788 staff at the SFNNC and the 9 agencies. The following table shows the number of social work staff (453) and the number of finance, administrative and other staff (335) at each agency and the SFNCC.

<sup>2</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.

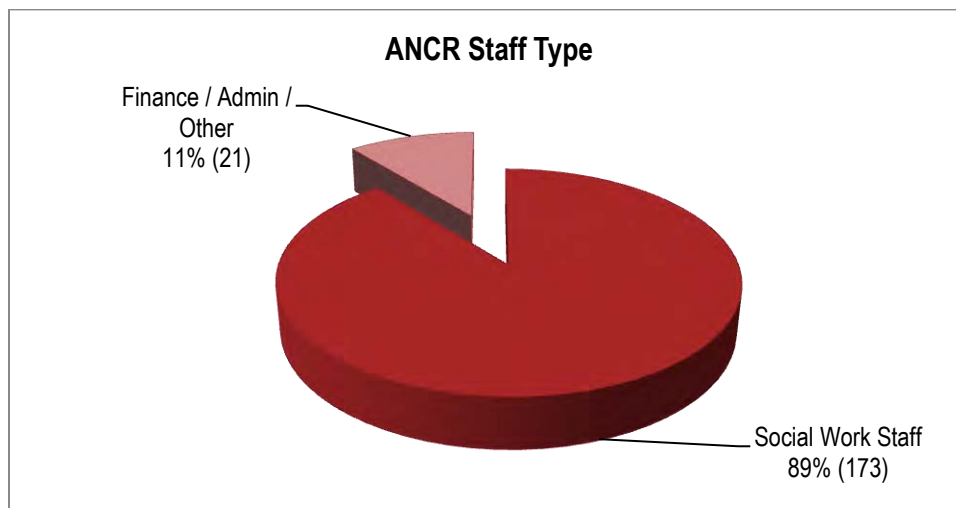
Figure 7<sup>3</sup>



**Human Resource Statistics for ANCR**

The following graphs show the human resource statistics for ANCR for 2012/13. As of March 31 2013, 89% (173) of ANCR staff were in social work positions and 11% (21) were in finance, administration and other types of positions.<sup>4</sup>

Figure 8



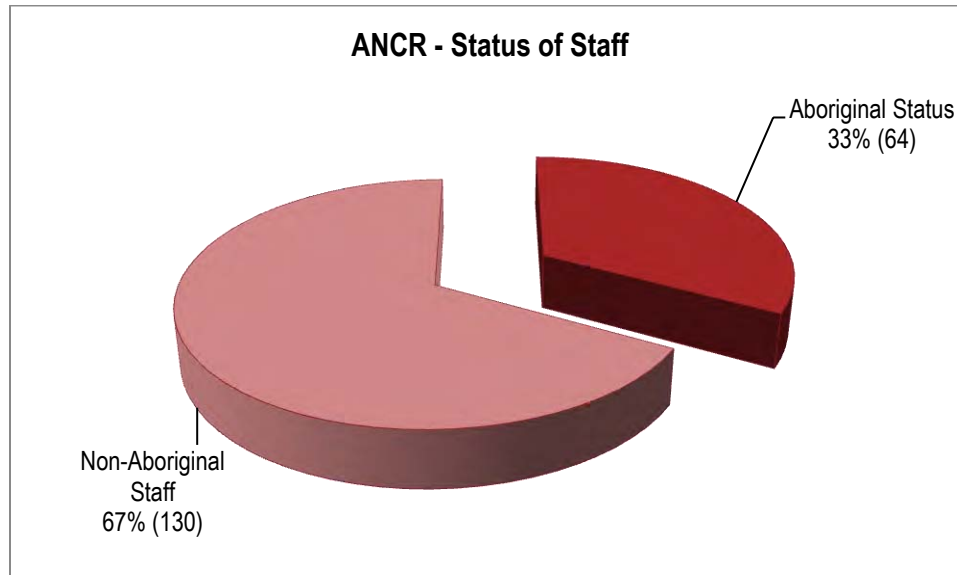
<sup>3, 4</sup> Note that the category “Finance / Admin / Other” includes other staff including case aides, family support workers, etc.



At ANCR, of the 173 social work staff, 62% or 107 have a Social Work degree, are enrolled in a social work degree program or have a related post-secondary degree.

With regards to Aboriginal status, the ANCR workforce is comprised of 33% (64) staff who identified themselves as Aboriginal and 67% (130) Non-Aboriginal.

Figure 9



## Public Interest Disclosure Act (Whistleblower Protection)

The SFNNC received no complaints under this legislation in 2012/13.

## 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, 2012 – March 31, 2013***

Six (6) FIPPA requests were received at the Authority of which two (2) were Authority specific; two (2) were all Agency-specific; and two (2) were individual Agency specific. Of the six (6) requests received, all were completed and closed.

The following table provides an overview of the total number of FIPPA and PHIA requests / inquiries received by the SFNNC for the Authority and/or its member agencies over the past 6 years (up to March 31, 2013).<sup>5</sup>

Figure 10

Year	FIPPA Request Received	PHIA Inquiries Received
2007	21	0
2008	29	0
2009	19	0
2010	8	2
2011	7	0
2012	6	0
2013	1	0
<b>TOTAL</b>	113	2

## **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

<sup>5</sup> Note that these are reported by calendar year (January 1 – December 31 with the exception of 2013, which includes only January to March.

***April 1, 2012 – March 31, 2013***

There were no PHIA inquiries or complaints pertaining to the SFNNC or its agencies lodged with the Office of the Ombudsman.

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**

Training agency boards is one of the key SFNNC board development activities aimed at making a difference in the lives of southern First Nations children, families and communities.

During the year the Governance Coach contracted by the SFNNC continued to provide training and support to a number of SFNNC agencies.

**Spiritual Caregiver**

The Spiritual Caregiver for the Southern Authority provides spiritual and cultural care. Spiritual and cultural care consists of providing ceremonies, teachings, guidance, songs, offerings, prayers, and support to staff when necessary.

***Elder's Council***

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 Elder's Council meets on a quarterly basis.

***Sweatlodge***

The spiritual caregiver, in partnership with Camp Manitou has built a Sweat Lodge. The Sweat Lodge will become a part of the spiritual caregiver's responsibilities in maintaining the site and providing cultural services and programming for SFNNC and its network.

***Medicine Picking***

The spiritual caregiver plans opportunities where medicine is picked for the year. The medicine picking sessions are ideal opportunities where staff learn about protocols for harvesting, traditional and contemporary usages, and some of the customs and traditional practices where the medicines are utilized. Some of the more common medicines that are picked are sage, cedar, sweetgrass, and wecase.

### ***Culture Camp***

The spiritual caregiver along with SFNNC's cultural committee is responsible for planning the culture camp. In 2012/13, the camp took place on August 17, 18, and 19, 2012 at Camp Manitou. This family focused camp provides a culturally enriching weekend for SFNNC staff and families.

### ***Seasonal Feasts***

The spiritual caregiver hosts four seasonal feasts where staff come together to honor the four seasons. Staffs participate in a pipe ceremony and teachings on the significance of solstice and equinox feasts. SFNNC staff brings traditional foods that are reflective of First Nations culture. These foods are reflective of Mother Earth, the four-legged, the winged, plants and medicines, water, and minerals. Each solstice and equinox, SFNNC staff honor and appreciate Mother Earth and all the bountiful gifts that she provides.

In addition to the above, the Spiritual Caregiver was involved in the following:

- Explored the development of a Cultural App Toolkit
- Provided Cultural information sessions for SFNNC and agency staff
- Provided counseling as requested by SFNNC and agency staff, families, and children in care.
- Opened and closed meetings with song, prayer, and use of smudge
- Provided spiritual/cultural guidance, advice, knowledge as requested by various committees

## Education and Training

Education and training provides opportunities for agencies to excel in their practice by offering training to staff that supports a qualified Aboriginal Child and Family Services workforce. The Education and Training Unit assists SFNNC agencies in determining their training priorities.

Southern First Nations Network of Care Training Centre has three training rooms and a computer lab. All training rooms are equipped with smart boards and audio/ visual equipment. The computer lab has 24 state of the art computer workstations. Agencies are welcome to book the use of a training room through SFNNC Training Centre Manager.

The 3<sup>rd</sup> offering of the Certificate in Interdisciplinary Studies in Child and Family Services Entry Level Protect and Family Enhancement Program through the U of M – Aboriginal Focus Programs, Extended Education will be completed this June 2014. The Certificate (IDSC) was completed at Long Plain First Nation in June 2012 and Little Grand Rapids First Nation in October 2012.

There are two BSW cohort programs running through the U of M, with a specialization in First Nation Child and Family Services. One started in January 2012 and the other is set to begin in mid – October 2013. Education and Training is currently in discussion with the University of Manitoba to establish a certificate for CFS Supervisors.

In partnership with the Joint Training Team (Southern, Northern, General and Métis Authorities) the SFNNC has collaborated with the Addictions Foundations of Manitoba, University of Manitoba, Correction Service of Canada and the Life Saving Society in the development of new training curriculum and brief Intervention strategies. All four authorities and the Child Protection branch co-hosted the sixth annual Child Abuse Committee Conference on June 12 and 13, 2013.

A total of 1434 participants attended training offered during April 1, 2012 – March 31, 2013. Participants included agency and authority staff, foster parents and other community service providers. The details of these sessions are provided in the following table:

Figure 11

Training	Number of Sessions	Number of Participants
Addiction Fundamentals	2 Sessions	14
Addictions- U of M	2 Sessions	10
ADP- Authority Determination Protocol	7 Sessions	106
Advanced Brief Intervention	2 Sessions	4
Archiving Records	1 Sessions	10
ASIST- Applied Suicide Intervention Skills Training	4 Sessions	36
Brief Intervention	9 Sessions	29

Training	Number of Sessions	Number of Participants
Board Leadership	3 Sessions	73
CFS Investigating Child Abuse-WPS	2 Sessions	34
CFS Standards	1 Sessions	26
CFSIS	16 Sessions	174
Court Worker	2 Sessions	22
Cultural Awareness	4 Sessions	48
Domestic Violence	3 Sessions	22
Entry Level Certificate Program - Winnipeg	4 Sessions	21
Excel Basics	1 Session	13
FASD Basics	2 Sessions	29
FASD- Sensory Processing	1 Session	29
First Aid/CPR	2 Sessions	48
First Nation Attachment Processes Part 1	1 Session	8
First Nation Attachment Processes Part 2	2 Sessions	19
Gang Awareness	2 Sessions	75
Intake Module	8 Sessions	46
Making Sense of Trauma for CFS Staff	3 Sessions	17
Making Sense of Trauma for Foster Parents & Support Workers	4 Sessions	29
Media	2 Sessions	45
Mental Health First Aid	2 Sessions	21
NVCI- Non-Violent Crisis Intervention	2 Sessions	36
RBSA- Relationship Based Strengths Approach to Discipline	2 Sessions	28
SDM CRC Safety Assessment	2 Sessions	51
SDM- Structured Decision Making	7 Sessions	115
SDM- Structured Decision Making Train the Trainer	1 Session	16
Sexual Exploitation Standards	1 Session	13
Tattered Teddies	5 Sessions	72
Understanding the Criminal Justice System and FASD	1 Session	9
Water Safety	1 Session	1
Women's Health Lunch and Learn	1 Session	6
Word Basics	1 Session	7
Worker Safety	1 Session	3
Youth Suicide	5 Sessions	69
<b>Total</b>		<b>1434</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 2012/13.

#### **Authority Determination Process**

The *Authority Determination Process* (ADP) is an important feature of the CFS system. It is the process by which a family chooses which Authority will be responsible for oversight of their case. Families complete an ADP form at the point of Intake. They may subsequently request a *Change of Authority*. In 2012/13, the SFNNC received a total of 18 Change of Authority requests. 11 were approved, 2 were denied, 4 were withdrawn, and 1 was pending as of March 31, 2013. The nature of the Change of Authority requests was as follows:

Figure 12

From SFNNC to another Authority	3
From another Authority to the SFNNC	15

There were 76 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 2012/13.

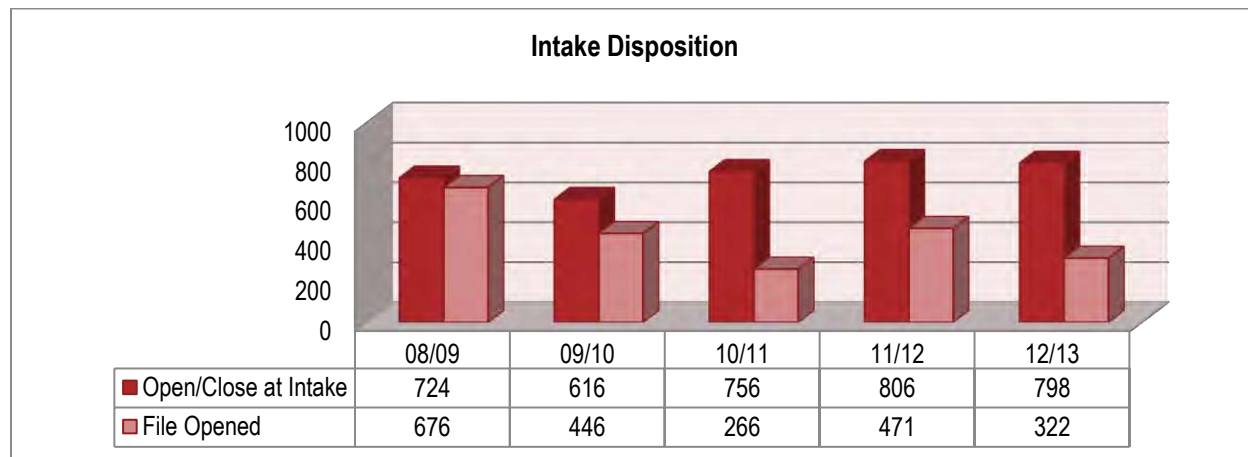
#### **Intake**

All requests for service (e.g. information, case consults, and complaints) from all sources go to the SFNNC's Intake Coordinators who serve as a direct resource and liaison for the SFNNC, agencies, and collaterals (refer to fig. 14). The Intake Coordinators screen all intakes, complete the initial documentation, and forward the files for further follow up if required.

A total of 1120 Intakes (an average of 93 per month) were received in 2012/13. Of these, 798 (71%) were opened and closed at Intake (generally within a five day period) and 322 (29%) were assigned for further follow up.

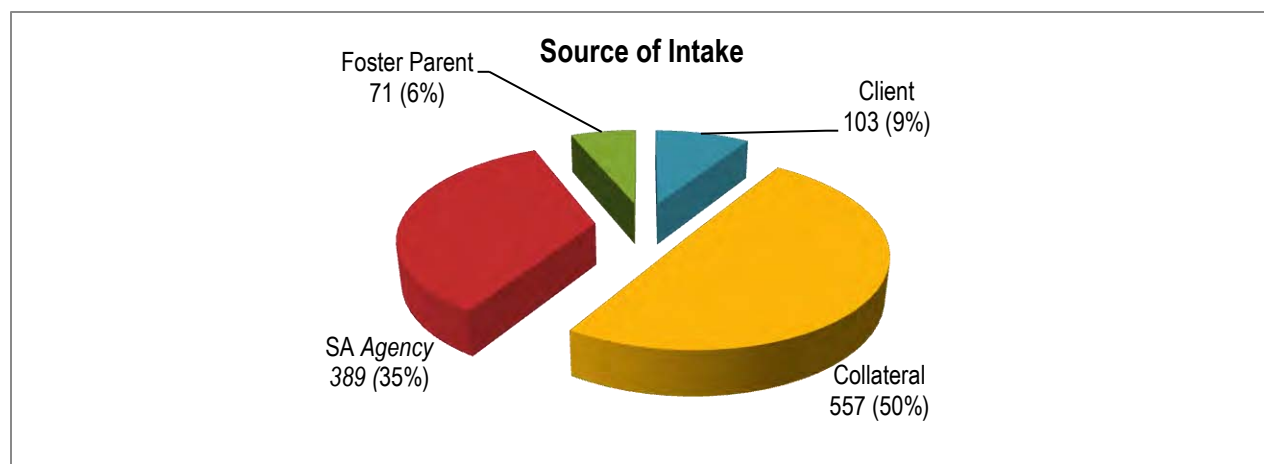
The following graphs show the total number of Intakes for 2012/13, source of intakes, type of contact, agency subject of intake, the nature of intake and provide a comparison to previous years.

Figure 13



The source of intakes included 389 (35%) originating from southern First Nation CFS agencies compared to 372 (29%) in 2011/12. 103 (9%) were from clients, 557 (50%) from collaterals, and 71 (6%) of the intakes originated from foster parents.

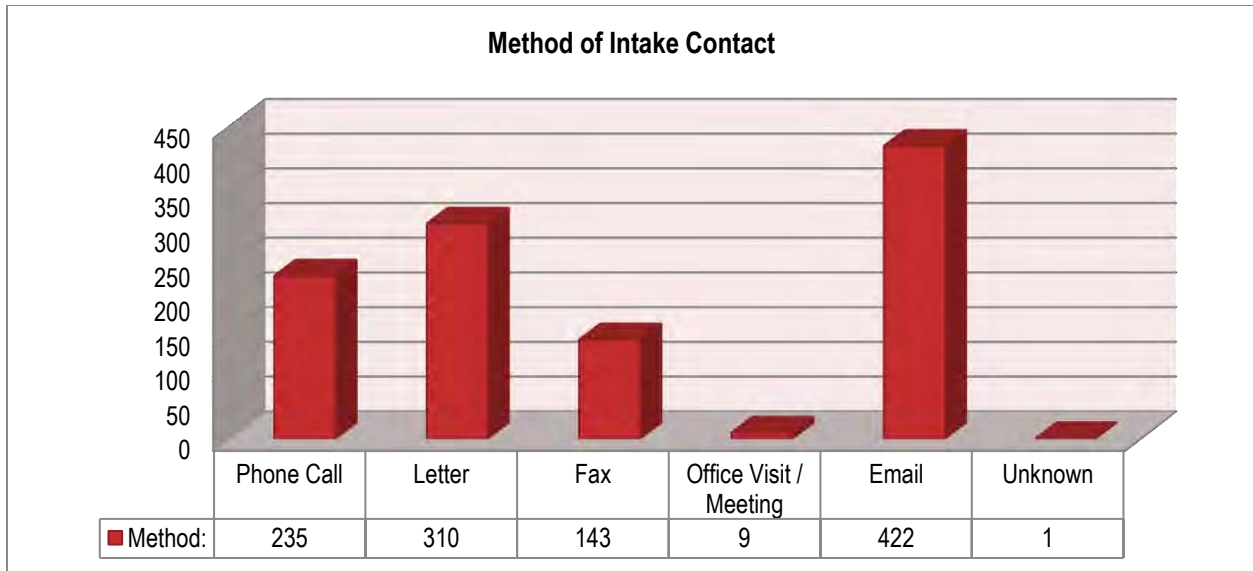
Figure 14





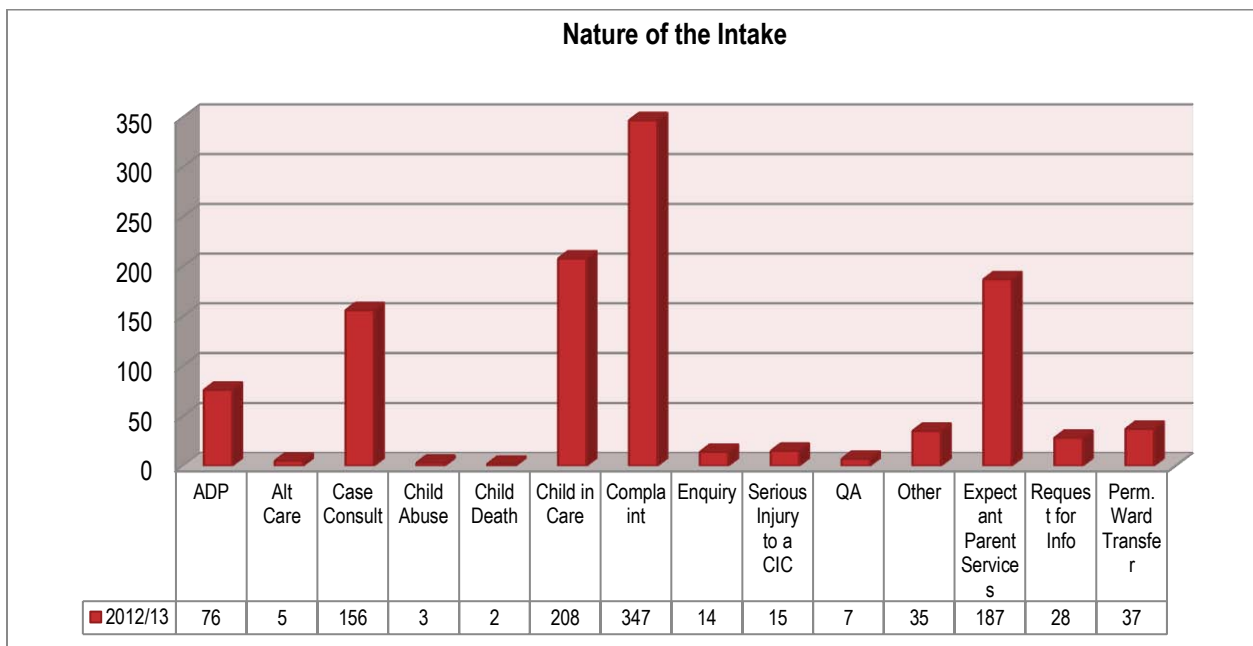
The method of Intake contact included 235 phone calls, 310 letters, 143 faxes, 9 office visits / meetings, and 422 emails.

Figure 15



The nature of the Intakes included enquiries/request for information, complaints and case consultations. The Nature of the intakes for 2012/13 was as follows:

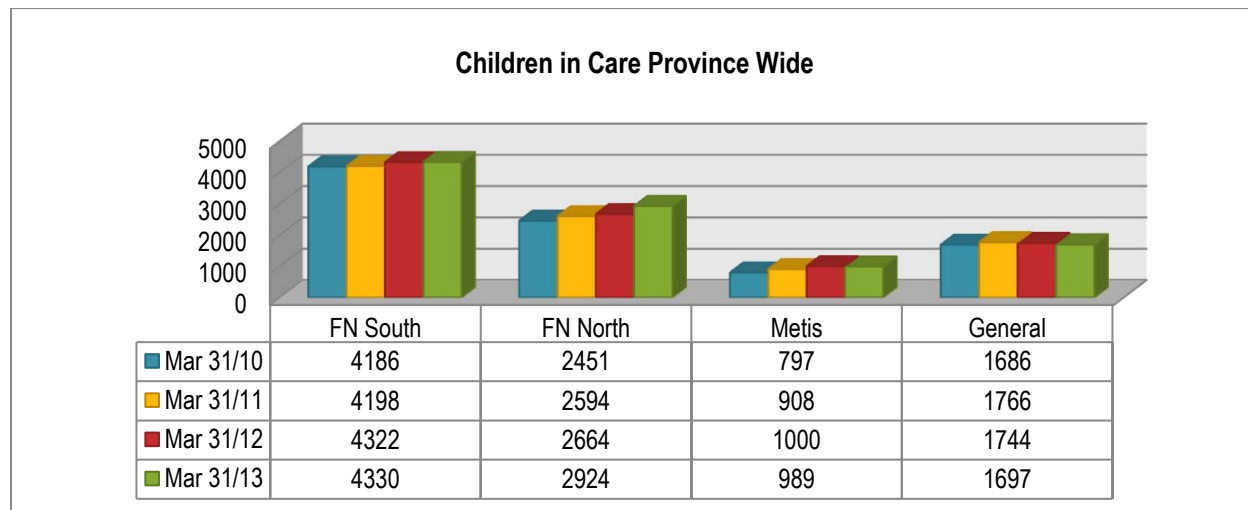
Figure 16



### **Children / Youth in Care**

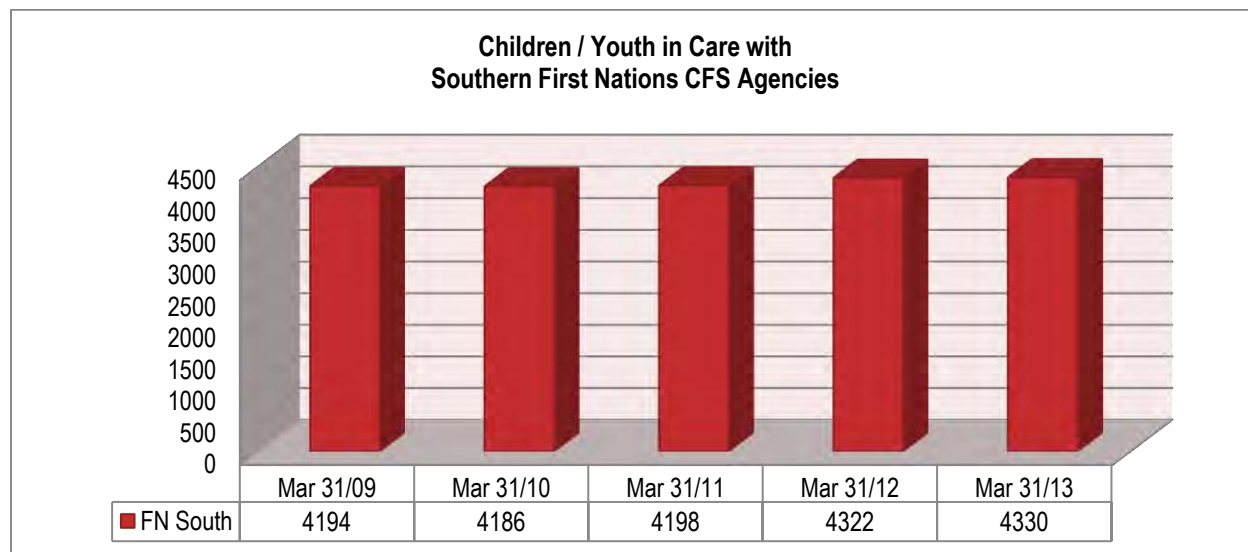
As of March 31/13, there was 9940 children care in Manitoba. 44% were from SFNNC agencies. The following table illustrates the children in care by Authority:

Figure 17



As of March 31/13, there were 4330 children in care of the SFNNC agencies. The following chart compares the number of children in care with the SFNNC Agencies in 2012/13 with that of previous years. This includes both federal and provincial funded cases.<sup>6</sup>

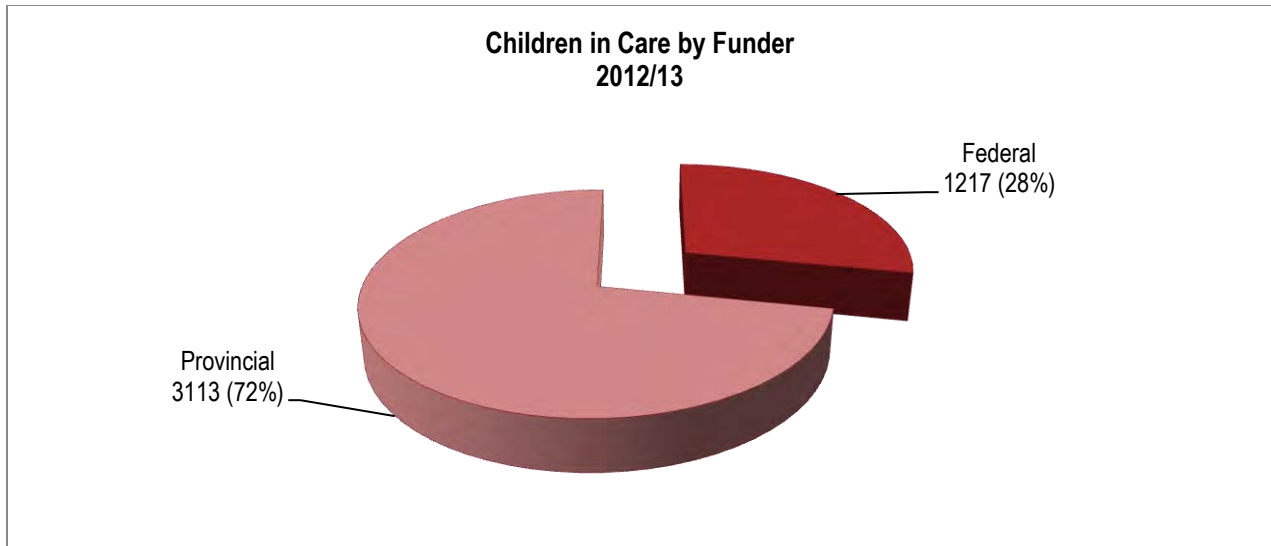
Figure 18



<sup>6</sup> Note that beginning in 2012/13, youth on Extensions of Care are not included in the overall count of Children in Care.

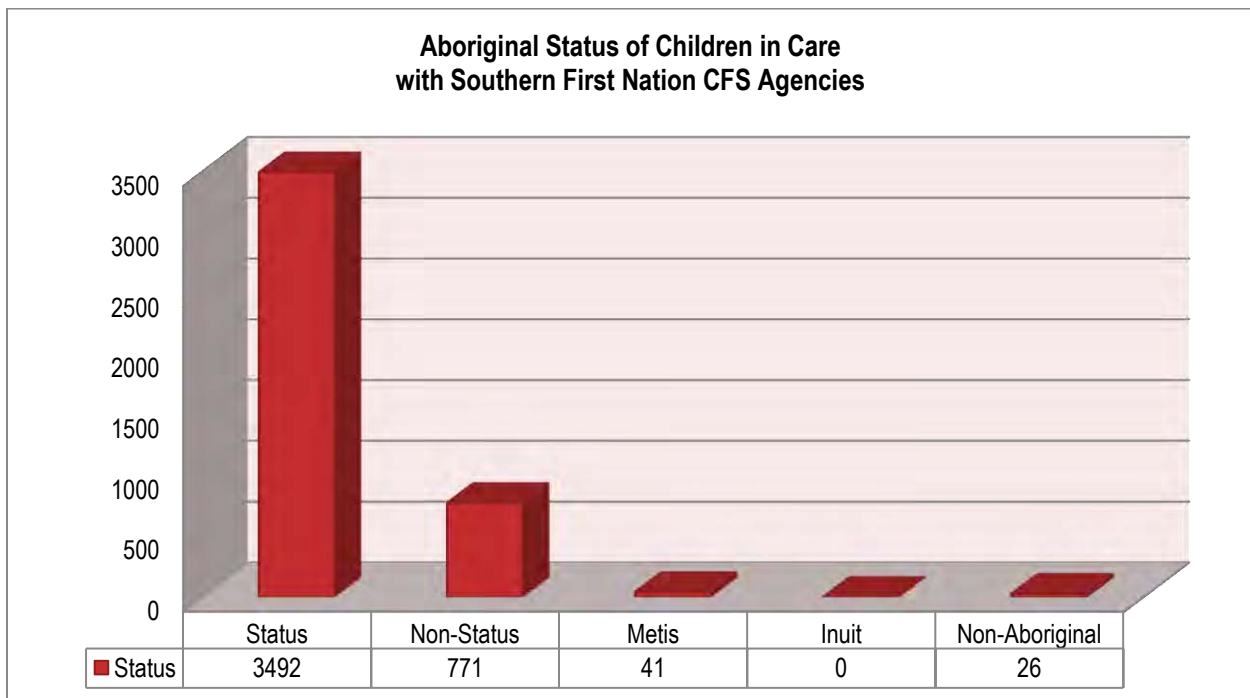
Of the 4330 children in care with the SFNNC CFS agencies at the end of March 31/13, 1217 (28%) were federally funded.

Figure 19



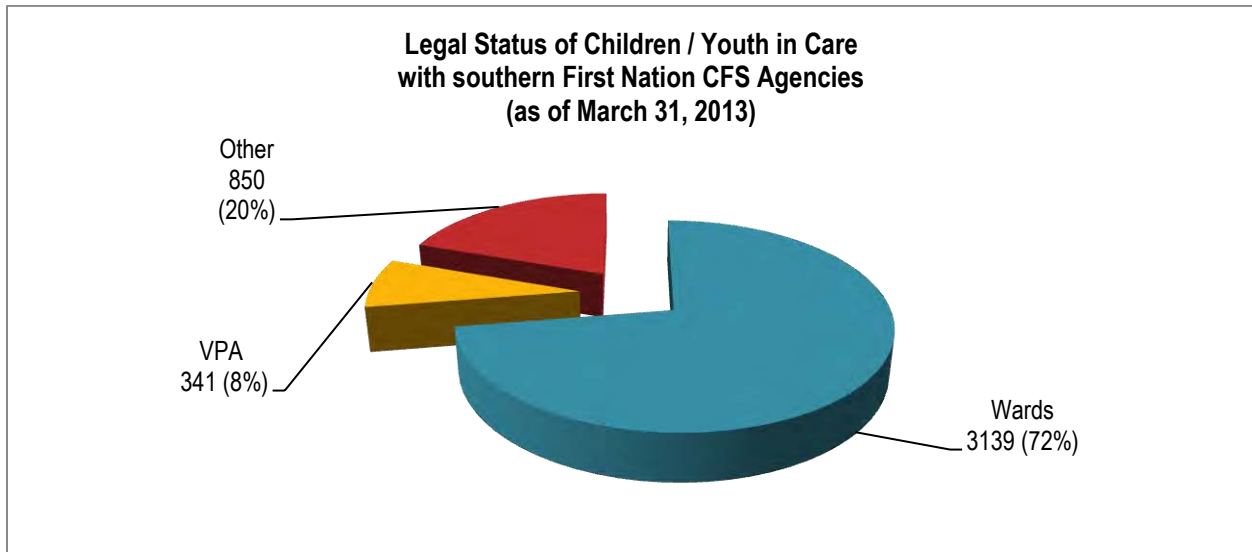
Of the children in care with SFNNC agencies, 81% had status, 18% were non-status, 1% were Metis, 0% were Inuit, while 0.6% children were non-Aboriginal.

Figure 20



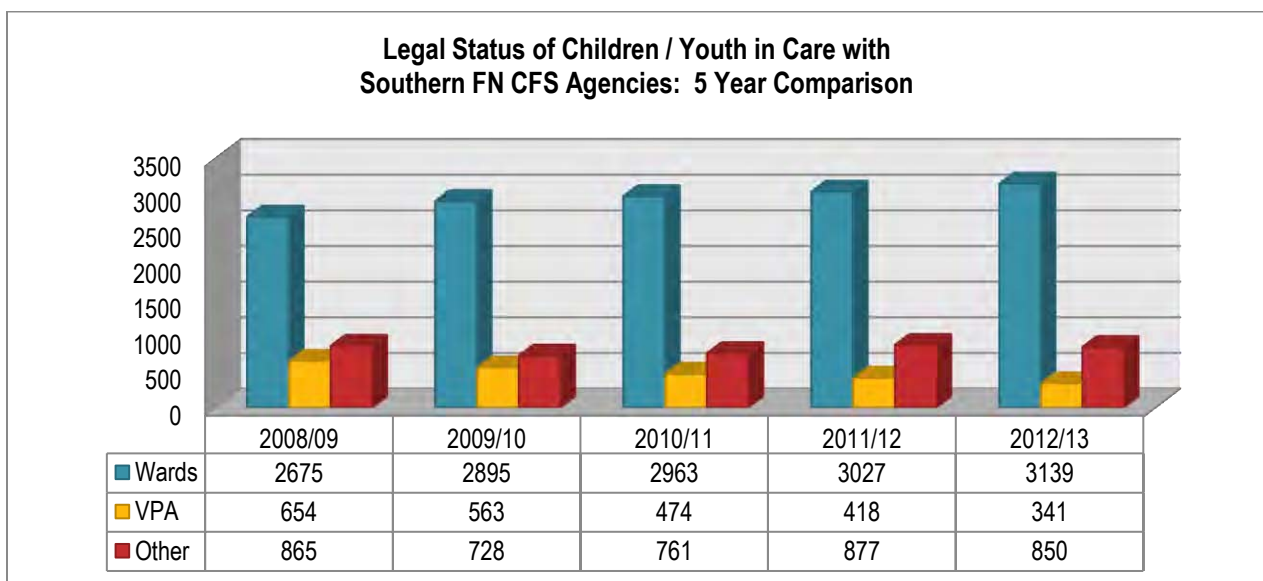
Of the 4330 children in care at March 31/13, 3139 (72%) were wards (permanent wards, temporary wards, and voluntary surrender of guardianship), 341 (8%) were in care through a voluntary placement agreement (VPA), and 850 (20%) were either under apprehension.

Figure 21



The following table provides a comparison of children in care by legal status in 2012/13 with previous years.<sup>7</sup>

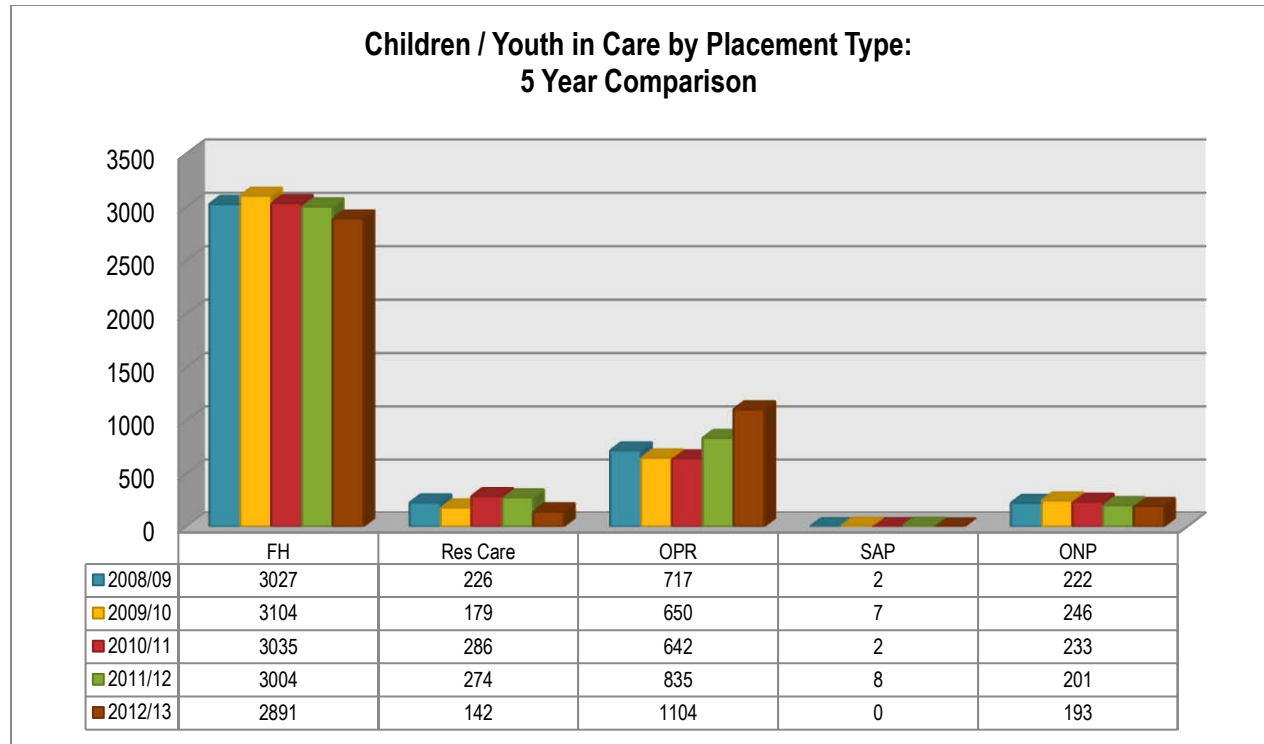
Figure 22



<sup>7</sup> In 2012/13, youth on Extensions of Care (Transitional Planning) are not included in the “Other” category total of 850 for the Children in Care figures above.

As of March 31/13, 2891 (67%) of the children in care were placed in foster homes. The following table shows the comparison of placement type for children in care in 2012/13 with previous years.<sup>8</sup>

Figure 23



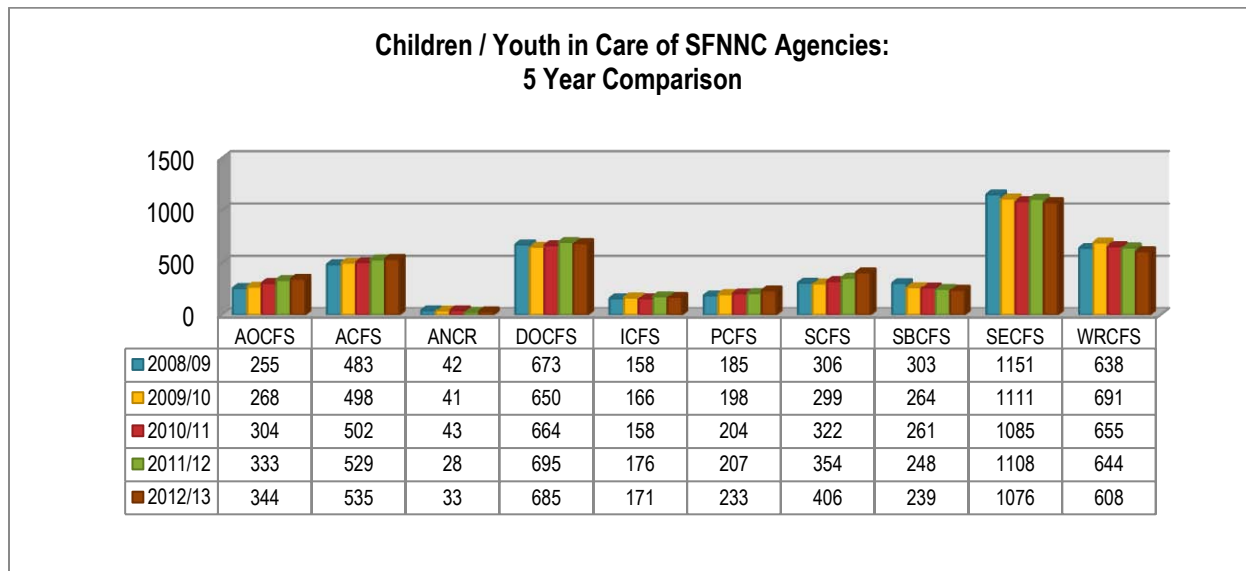
- Note:**
- FH:** **Foster Home** (includes foster homes; specialized foster homes)
  - RC:** **Residential Care** (includes group homes; treatment centers; group care arrangements)
  - OPR:** **Other Paid Resource** (e.g. places of safety; independent living; out of province placements)
  - SAP:** **Selected 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 in care as of March 31/13<sup>9</sup>, along with a comparison with previous years, by agency, is provided in the following chart:

<sup>8</sup> In 2012/13, youth on Extensions of Care are not included in these figures.

<sup>9</sup> The statistical information used for Children 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.

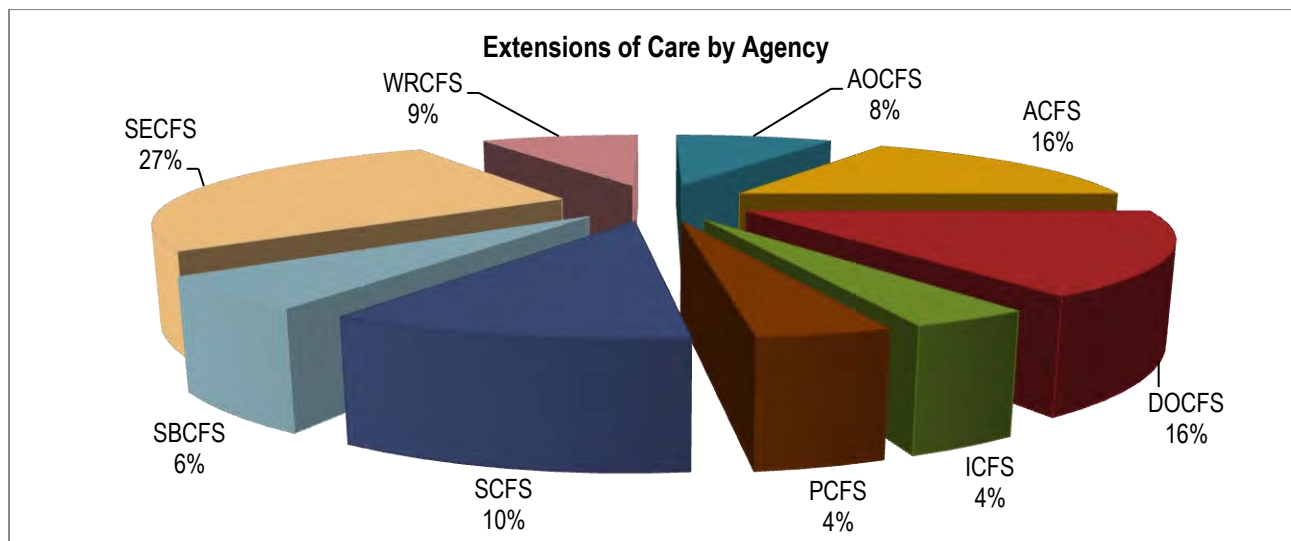
Figure 24



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

In 2012/13, SFNNC reviewed and approved extensions of care for 159 youth reaching the age of majority for a total of 340 extensions approved for agencies. By agency, these requests were distributed as follows:

Figure 25

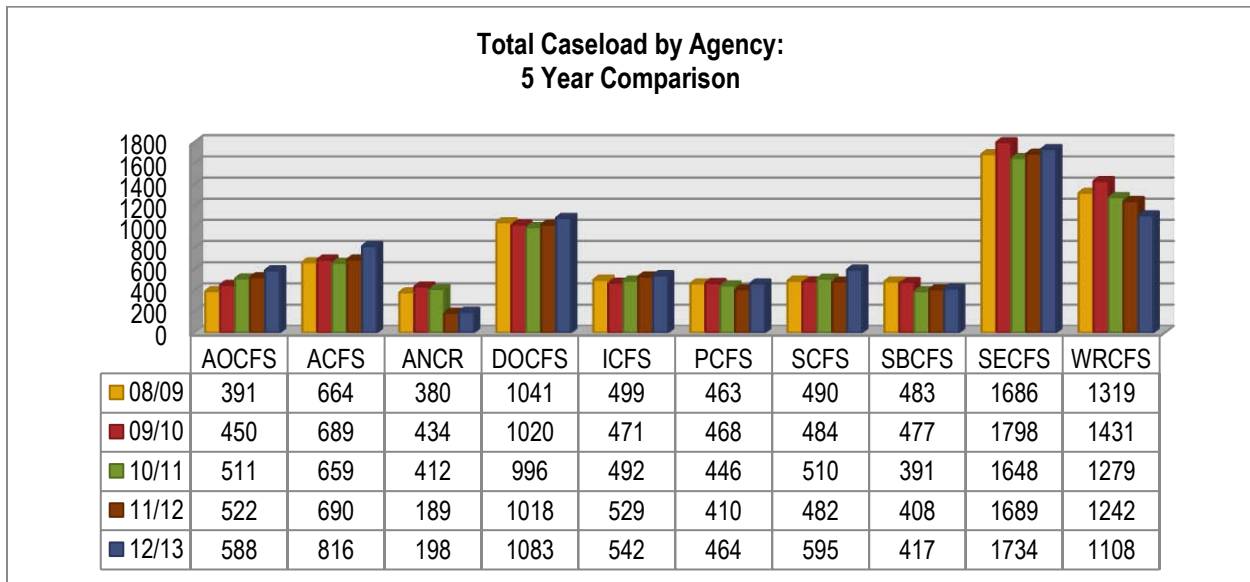


On March 31, 2013 there were 121 youth under an extension of care.

**Case Management**

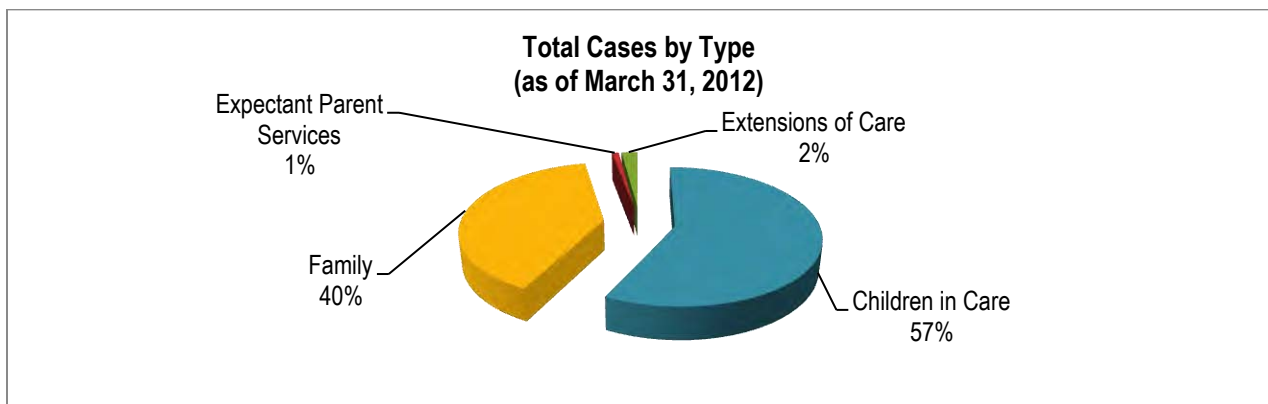
As of March 31/13, the SFNNC CFS agencies and ANCR had a total case count (children in care and family service cases<sup>10</sup>) of 7545, compared to 7179 cases at the end of March 2012. This represents a 5% increase in volume. This number includes both the federally and provincially funded cases. The following chart shows a 5 year comparison:

Figure 26



Of the total cases as of March 31/13, 4330 (57%) were children in care, 2988 (40%) were family cases, 68 (1%) were cases of expectant adolescent parents (EPS) receiving services, and 159 (2%) were youth on Extensions of Care.

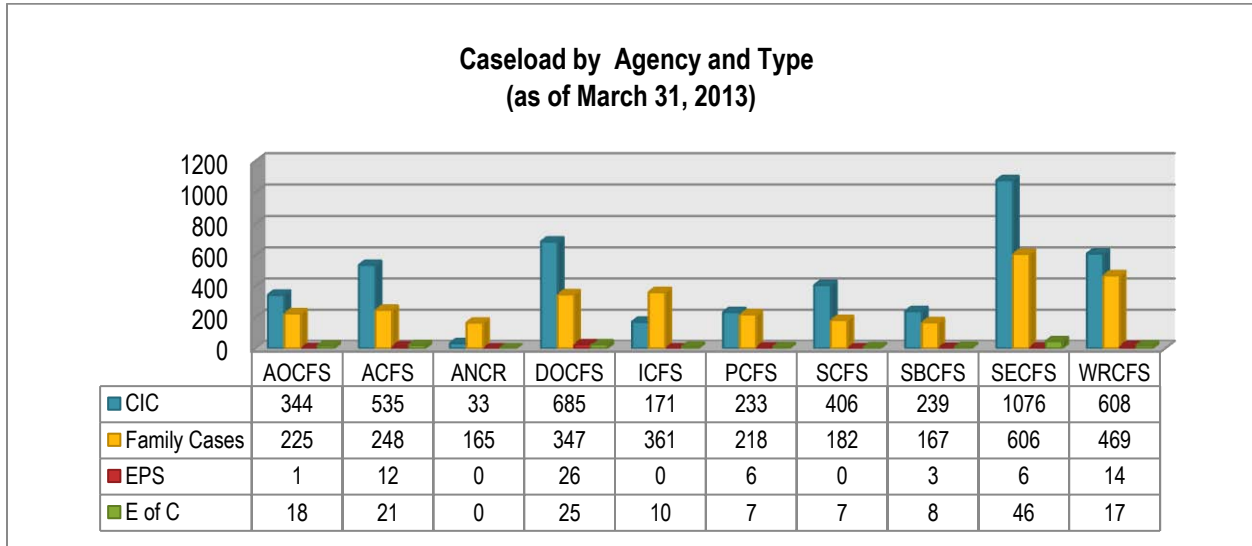
Figure 27



By agency, these were distributed as follows:

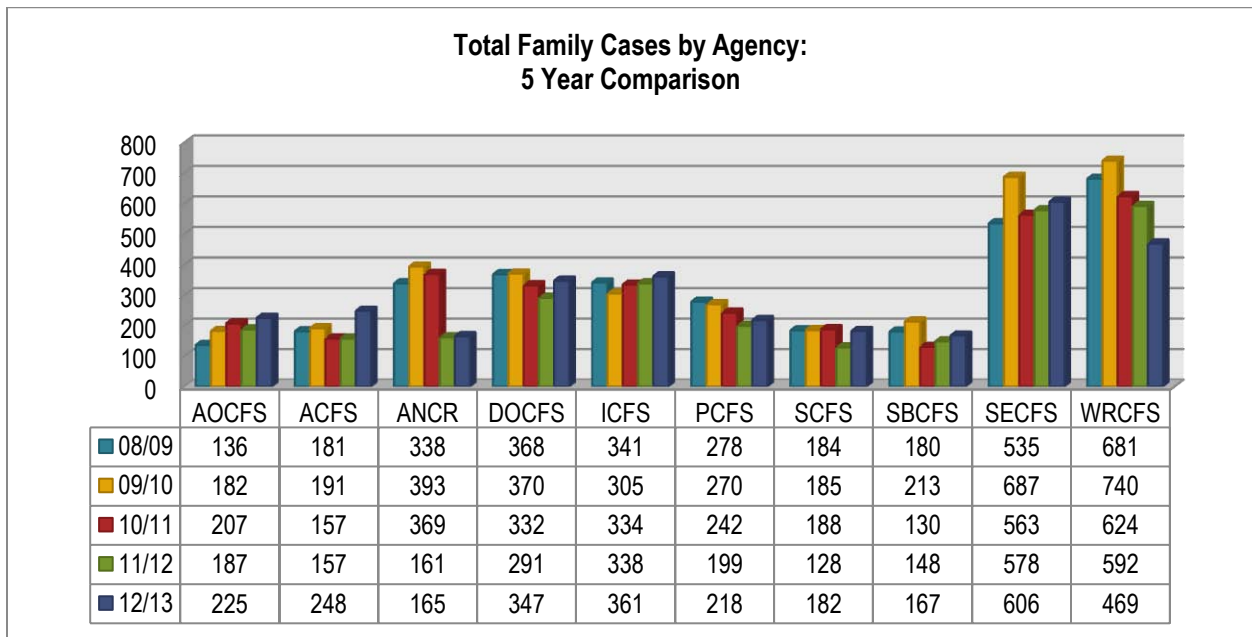
<sup>10</sup> Family Service Cases include Voluntary Family Services, Minor Expectant Adolescent Parents, and Protection Family Cases / Protection Services to Children in their own home.

Figure 28



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

Figure 29



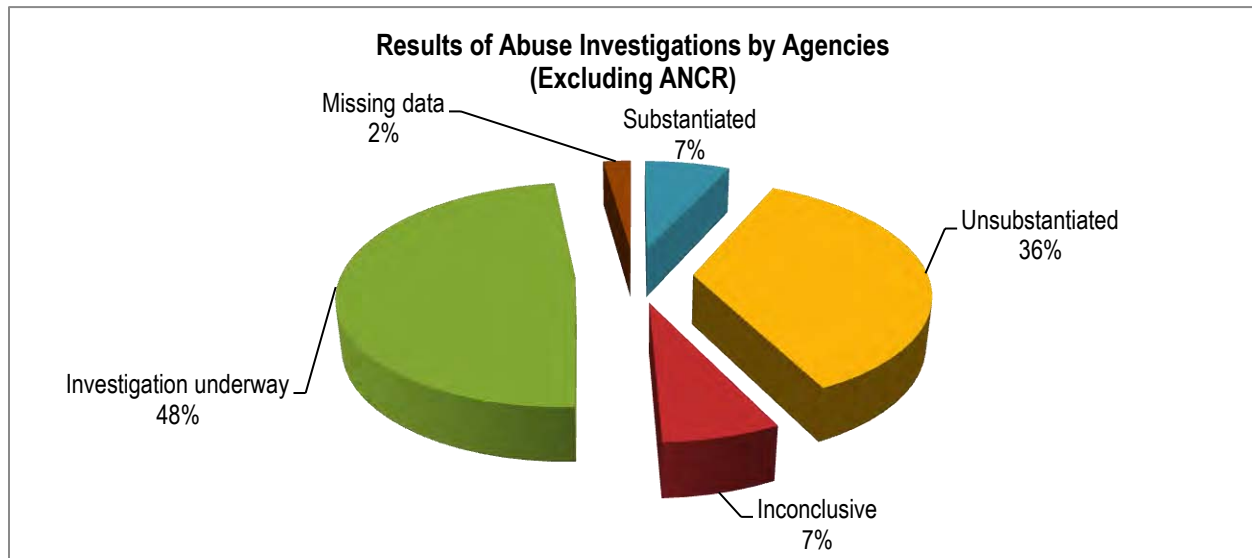


## **Non-identifying Reporting of Alleged Abuse**

### ***Allegations of Abuse Reports from the Southern First Nations CFS Agencies (excluding ANCR)***

SFNNC CFS agencies investigated 534 reports of suspected abuse in 2012/13. On Mar 31/13, the investigation was still underway in 48% of the cases. In 7% of the cases, abuse was substantiated. The following data is based on these investigations.<sup>11</sup>

Figure 30



### **Type of Trauma**

The type of trauma alleged was identified as: physical abuse 264 (49%), sexual abuse 249 (47%), emotional abuse 19 (3.6%), and data was missing in 2 (0.4%) of the cases.

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

Of the 534 children alleged to have been abused, 305 (57%) were not in the care of an agency at the time of the alleged abuse, while 229 (43%) were in care.

### **Substantiated Investigations**

Of the 534 abuse investigations initiated in 2012/13, 48% were not yet completed by March 31, 2013. 37 (7%) cases were substantiated. In 21 (57%) of the substantiated investigations, the type of trauma

<sup>11</sup> *Substantiated: Finding that abuse occurred*

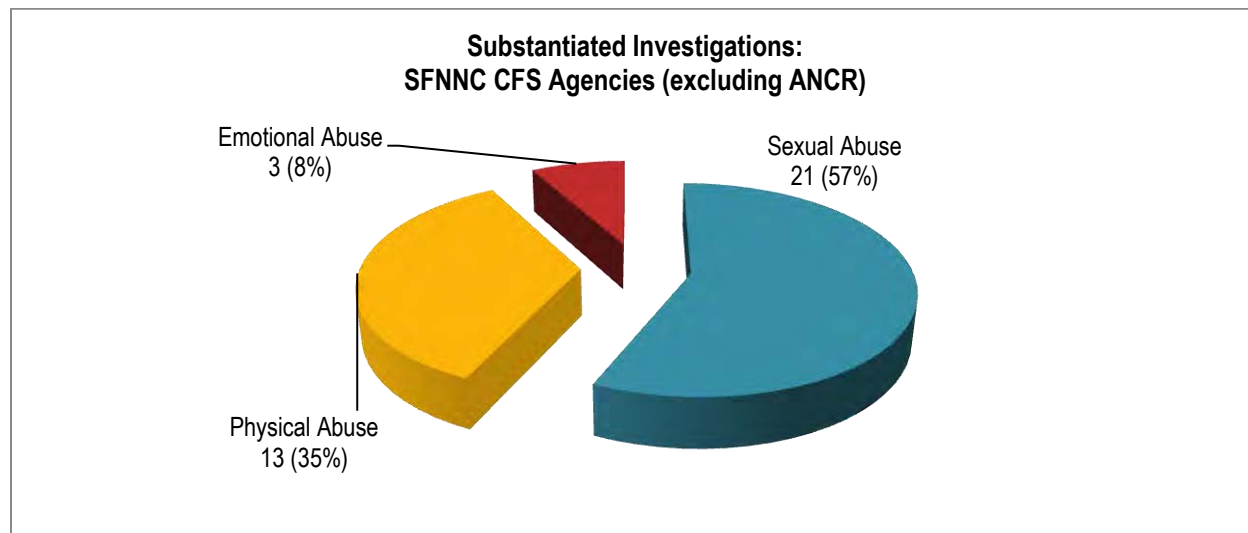
*Unsubstantiated: Finding that there was no evidence to support the allegation of abuse*

*Inconclusive: Unable to determine if abuse did / did not occur*

*Investigation not yet complete: Police and/or CFS investigation still underway*

was sexual abuse, while in 13 (35%) investigations the type of trauma was physical abuse. There were 3 (8%) investigations where the type of trauma was emotional abuse.

Figure 31



Of the 37 substantiated investigations, 14 (38%) of the child victims were in an agency's care at the time of the abuse, while 23 (62%) were not in care at the time of the abuse.

### Inconclusive Investigations

Of the 534 abuse investigations initiated in 2012/13, 36 (7%) were found to be inconclusive. In the 56% of the inconclusive investigations, the type of trauma was sexual abuse, while in 36% of investigations the type trauma was physical abuse.

Of the inconclusive investigations, 11 (31%) of the child victims were in an agency's care at the time of the abuse, while 25 (69%) were not in care at the time of the abuse.

### Reporting from ANCR

ANCR is mandated to do abuse investigations on behalf of all CFS agencies in Winnipeg, including East St. Paul and Headingly<sup>12</sup>.

The following abuse statistics represent the 2012/13 reporting period.

<sup>12</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.

In 2012/13, ANCR investigated 1909 reports of suspected abuse. On March 31, 2013, the investigation was still underway in 406 (21%) of the cases. In 117 (6%) of the cases, abuse was substantiated. The following data is based on these investigations.

### Type of Trauma

The type of trauma alleged was identified as: physical abuse 1,236 (83%), sexual abuse 662 (35%), and emotional abuse 11 (0.005%).

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

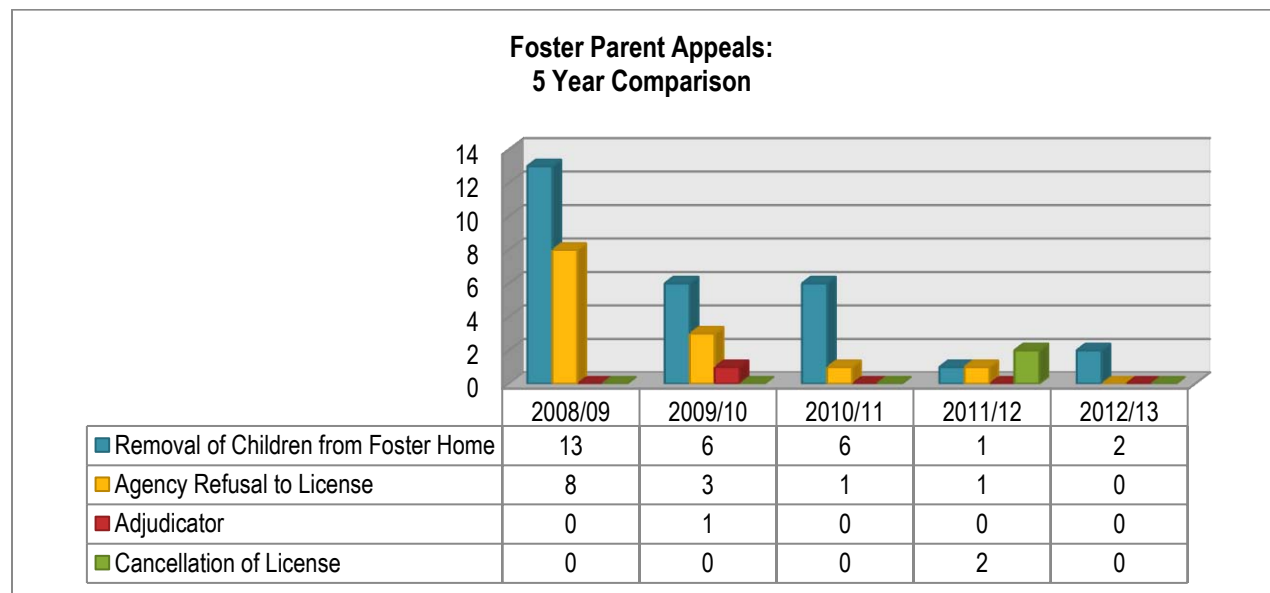
Of the 1909 children alleged to have been abused, 1,578 (83%) were not in the care of an agency at the time of the alleged abuse, while 331 (17%) were in care.

### Foster Parent Appeals

The SFNNC is responsible to hear appeals from foster parents on the removal of children from the foster home, the refusal of an agency to license the foster home, or a cancellation of a foster home licence. In 2012/13, the SFNNC received 2 appeals from foster parents on the removal of children from the foster home. No appeals were received for the refusal of an agency to license their home, or the cancellation of a foster home licence. There were no appeals that went to the independent adjudicator in 2012/13.

The following chart compares the number of appeals received at the SFNNC in 2012/13 with those of previous years.

Figure 32



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

The SFNNC is responsible for requests for variances of a foster home license. In 2012/2013, the SFNNC dealt with 4 requests for a variance of a foster home license, which were approved.

## **Repatriation**

Repatriation services at the SFNNC are coordinated through the Vision Keepers team. This 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.

Programs 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 AANDC

In 2012/13, services were provided to 17 individuals under this program.

## **Fetal Alcohol Spectrum Disorder Specialist (FASD) / Addictions Specialist**

These two programs worked with the SFNNC Agencies as well as 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 substance abuse and addictions strategy for women.

The Specialists continue to advocate and support agency workers when in case planning and accessing resources.

## **Individual Rate Adjustment Protocol (IRAP)**

Beginning on June 1, 2012, the Individual Rate Adjustment Protocol was put in place for agencies to follow when setting initial special rates and increasing special rates for children in care. Child and Family Services agencies have the ability to set initial rates for children in care that are in the level I to IV range

(basic maintenance and up to \$45.43 in the south and basic maintenance and up to \$47.70 in the north). The IRAP applies to all children in care in Manitoba across all authorities.

Approvals for rate increases in the level I to IV range are done at the Authority level. Approvals for rate increases and initial rates over the level IV range are approved by the Authority in collaboration with the Child Protection Branch.

In 2012/2013 there were 27 IRAP requests in the level I to IV range that were approved at the SFNNC. There were 76 IRAP approvals for increases to rates over the Level IV range and there were 31 initial special rates over the level IV range that were approved by the SFNNC in collaboration with the Branch.

## Standardization of Foster Home Rates

In 2012/2013 the SFNNC along with the other three Authorities worked to develop a proposal for the standardization of foster care rates in Manitoba. Arrangements for 'field testing' on this model have been completed and were scheduled to begin in April 2013. In the next fiscal year the data from the field test will be analyzed and used to inform a possible model for the standardization of foster care rates in Manitoba.

## Tuition Waivers

In 2012 several post-secondary institutions in Manitoba began to offer tuition waivers to youth who have been in care or who are currently in care. In 2012, seven youth in care and one former youth in care from SFNNC agencies received a tuition waiver from the University of Winnipeg and two youth received tuition waivers from Red River College.

In addition to the U of W and Red River College, other post –secondary institutions who are also offering tuition waivers include Brandon University, Assiniboine Community College and Winnipeg Technical College. The SFNNC is working with these post-secondary institutions and the three other authorities to develop processes for referring youth to the various tuition waiver programs. Currently, if youth are interested in exploring this opportunity, they should inform their worker who can refer them to the SFNNC.

## Vision Keepers (Quality Assurance)

The Vision Keepers (VK) Unit 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 unit 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. To aid in this work, the VK team may utilize 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.

In addition to specific case reviews, the SFNNC has regularly scheduled quality assurance reviews of all agencies on a four year rotational cycle. Reviews of agency specific programs and/or audits may also be called from time to time.

Areas of focus for 2012/13 are:

- I. Coordination of Vision Keepers and Agency QA Coordinators
- II. Streamlining Recommendations Reporting and Updates
- III. Completing Outstanding QA Review Work

### Agency QA Coordinators

In 2012/2013 the agency QA coordinators and the SFNNC Vision Keepers team met to develop a common work plan. The work plan includes five areas of work:

- Foster Care and Place of Safety File Review
- Case Management File Review
- Children in Care File Review
- Workforce Qualification Standard Compliance
- Foster Home Appeal Review

### Special Investigations

The SFNNC works collaboratively with the Office of the Children's Advocate 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 Unit, and if necessary, additional information is requested and then provided to the Office of the Children’s Advocate and/or the Child Protection Branch..

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 Ombudsman and 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.

### **Recommendations from Special Investigation Reports**

In 2012, the SFNNC sent a summary to the Ombudsman that provided reporting information on 74 recommendations from SIR’s received by the SFNNC. The following table lists the status of the 74 Recommendations that were reported on.

Figure 33

Recommendation Status	
Complete	31
Complete-Alt. Solution	4
In Progress	39
Pending	0
Rejected	0
Total	74

Definitions of Recommendation Status:

**Complete:** The recommendation has been completed by the Agency/Authority.

**Complete/Alternate Solution:** The recommendation has been completed by the Agency /Authority with an alternative solution.

**In Progress:** The Agency/Authority is currently in progress of implementing the recommendation

**Pending:** The Agency/Authority has not begun the process of implementing the recommendation.

**Rejected:** The Agency/Authority has rejected the recommendation (eg. it is unachievable)

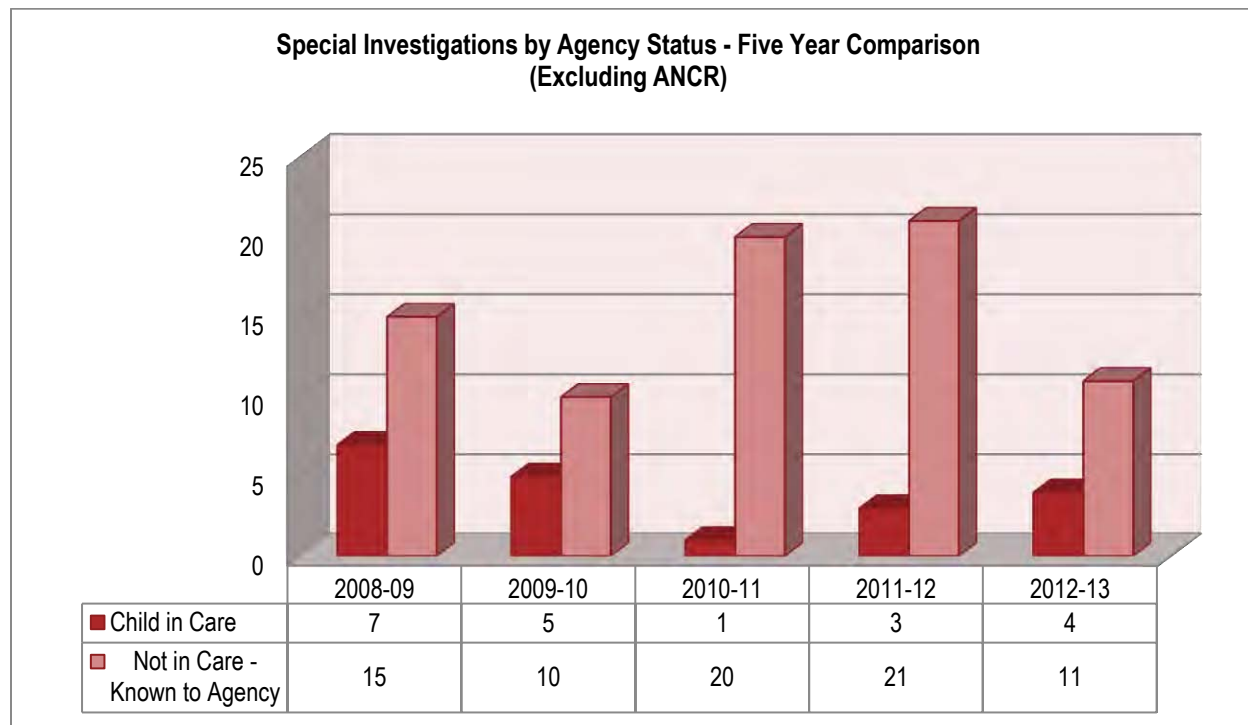
Out of the 74 recommendations reported on, seven major themes were identified. They are:

- Communication and Development / Review of Policy / Process
- Training
- File Review
- Standards / Protocols
- Intake Module (IM) / Child and Family Services Information Systems (CFSIS)
- Child Abuse Investigations
- Access to Resources
- Human Resources

**Special Investigations Reported by SFNNC CFS Agencies**

Between April 1/2012 and March 31/2013, the SFNNC received a total of 24 reports regarding the death of a child or youth. Of these, 15 were connected to a SFNNC CFS agency (excluding ANCR). A five year comparison of special investigations by agency status is shown in the following chart:

Figure 34

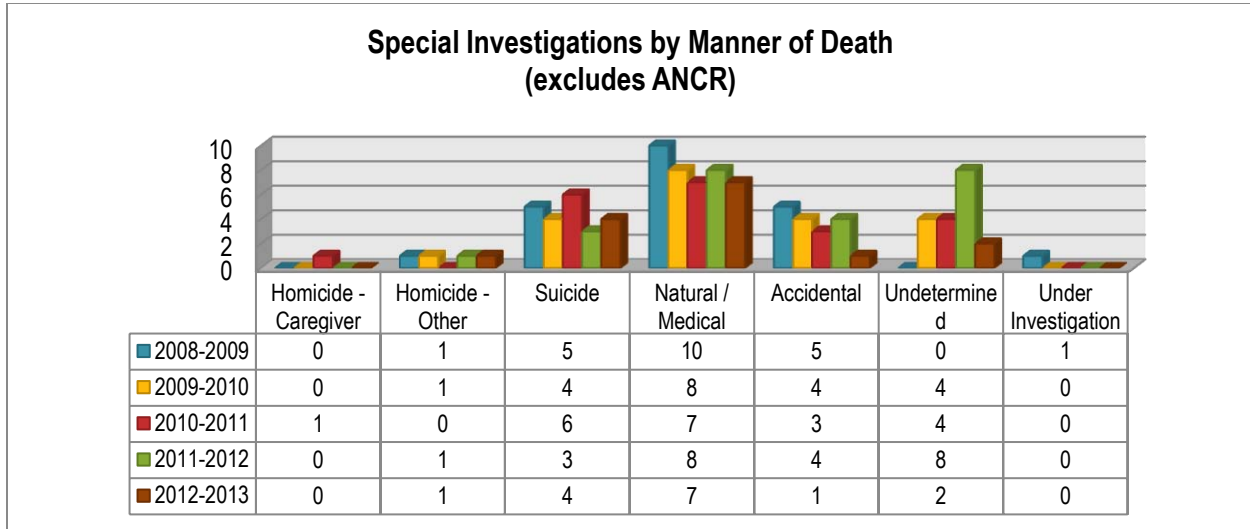


Of the four children/youth that died while in care, two deaths were reported suicides and two deaths were medically related.



The following table shows the manner of death for all 15 reportable deaths.

Figure 35

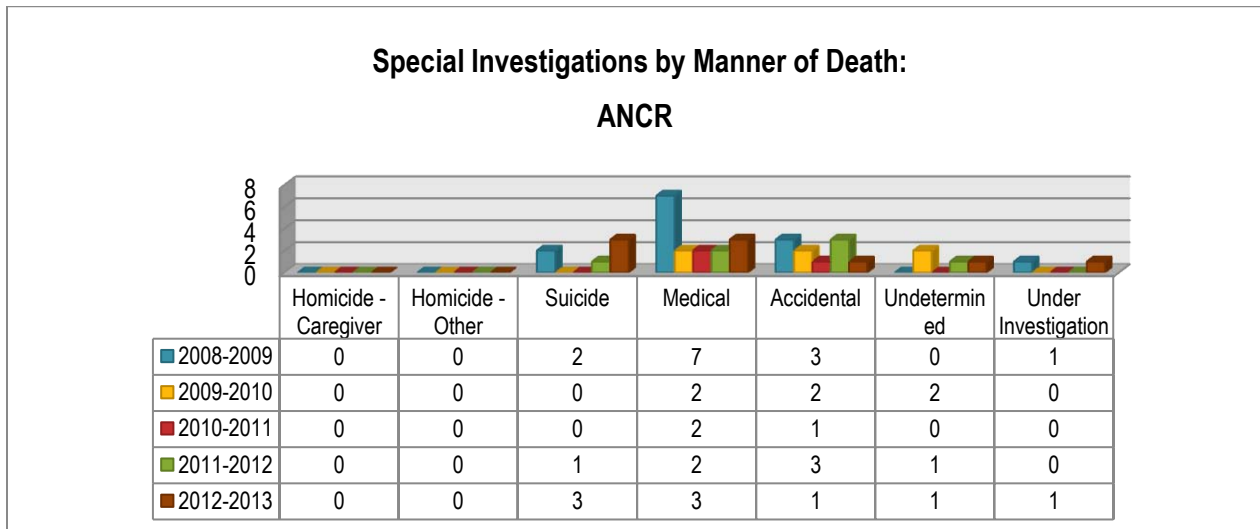


Where the manner of death was undetermined, both were related to infant sleeping deaths. Where the manner of death was accidental, one death was related to a motor vehicle accident.

### **Special Investigations Reported by ANCR**

ANCR had 9 reportable child/youth deaths between April 1/2012 and March 31/2013. The manner of death of the children/youth whose families had received services from ANCR for 2012 / 2013 is shown in the following chart:

Figure 36



## Strategic Resource Development

The role of the Strategic Resource Development team is to participate in the creation of resources that meet resource needs within all of the Southern First Nations Network of Care (SFNNC) agencies.

The SFNNC Resource staff contribute to the review of proposed child care facilities on a province wide basis; participate on several committees and working groups related to updating resources within the child and family services system; approve after-hours emergency placements; develop Aboriginal specific resources; consult on individual cases regarding resource issues; and provide support with other agency wide initiatives.

There are several agency specific initiatives that the Strategic Resource Development Team has worked on over the last year which include:

- SFNNC specific foster parent training competencies and curriculum development
- Aboriginal foster parent / kinship network
- Cultural toolkit
- Equine assisted learning (EAL)
- Ongoing development of the Ji-zhaabwiing program and services
- Indigenous mentorship program - EYES for ME – “Empowering Youth Engaging Spirits for Mother Earth”
- Restructuring of the Emergency Placement Resources (EPR) system
- Ongoing development of SFNNC specific EPR foster home resources, and Electronic resource manual
- Ongoing development of interdepartmental partnerships – Departments of Education, Health, Mental Health and Justice

By involving agencies in the consultation and development stages of these projects, the SFNNC strives to ensure that each project is developed in a culturally relevant manner which takes community needs into consideration.

### ***Ji-zhaabwiing***

Developed in response to the Hotel Reduction Strategy, Ji-zhaabwiing is now in its third year of operation. Through continued collaboration with its Circle of Partners including the Departments of Education and Justice, MATC, and Marymound Inc., Ji-zhaabwiing continues to grow.

The 10 bed assessment operates under a Service Purchase Agreement with Marymound Inc. In 2012/13, 79 referrals were made to Ji-zhaabwiing resulting in 15 placements. Through continued collaboration with Winnipeg School Division #1, and the Manitoba Adolescent Treatment Centre, Ji-

zhaabwiing has provided educational assistance as well as mental health assessment services to children on site.

The EYES for ME program (Empowering Youth Engaging Spirits for Mother Earth) completed its 2 year initiative. In 2012/2013, this program engaged approximately 445 Aboriginal youth between the ages of 7 – 24 years old, in or out of care, within the City of Winnipeg. The program focused on cultural repatriation and included activities such as: traditional ceremonies, pipe teachings, traditional crafts, drumming, traditional singing, medicine gathering, traditional skill building, residential school impacts, urban gang awareness, and sharing of tribal histories, identity, clans and treaties. Aside from daily on site programming two major highlights of the year were a 3 day event held at Camp Manitou where approximately 144 youth participated and a trip to the Petroforms at Opapiskaw Campground (Whiteshell Provincial Park).

### ***Hotel Placements***

A strategy to reduce the placement of children in hotels was implemented in November 2006, and efforts continue to meet the requirements of the hotel placement standard. Between April 1/12 and March 31/13 there were 298 placements of children in hotels by the nine SFNNC agencies, and 140 placements in hotels by ANCR.

The hotel placement standard allows for three exceptional categories: sibling groups, natural disaster, and health/safety of child or others. In 2012/13, the majority of hotel placements were sibling groups. The majority of the children placed into a hotel stayed between 1 and 3 days. In the exceptional cases where hotel stays were extended, it was due to the lack of appropriate resources for particularly high needs children.

### ***Emergency Homes***

The SFNNC agencies continued developing its network of emergency, on call foster homes. Placement into these emergency beds was coordinated by the Strategic Resource Development Unit 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 continued willingness of Anishinaabe CFS and Peguis CFS to share these resources is appreciated. On average, there are 7 emergency foster homes available, each month, with an overall average of 11 beds.

### ***Golden Eagle***

Golden Eagle is operated by Project Neecheewam under a service purchase agreement with the SFNNC. It is in its sixth year of operation, with 219 placements made in 2012/13.

## Looking Ahead to 2013/2014

The operational plan for 2013 / 2014 includes the following key areas:

1. Enhancing and improving case management and CFSIS use in a culturally appropriate manner.
2. Connectivity Project including the expansion of Bandwidth.
3. Service Procedures and Standards Development
4. Standardization of Foster Home Rates

## 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 – Acronyms List

AANDC	Aboriginal Affairs and Northern Development Canada <sup>13</sup>
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 Labour
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

<sup>13</sup> Formerly known as Indian and Northern Affairs Canada (INAC)

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
SFNCC	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



## III – Financial Statements

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

**Financial Statements**  
For the years ended March 31, 2013 and 2012

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

**Financial Statements**

For the years ended March 31, 2013 and 2012

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## Independent Auditor's Report

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To the Administrator  
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 statements of financial position as at March 31, 2013, March 31, 2012, and April 1, 2011 and the statements of operations and changes in net assets and the statement of cash flows for the years ended March 31, 2013 and March 31, 2012, 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 public sector accounting standards, 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, 2013, March 31, 2012, and April 1, 2011 and the results of its operations and its cash flows for the years ended March 31, 2013 and March 31, 2012 in accordance with Canadian public sector accounting standards.

*BDO Canada LLP*

Chartered Accountants

Winnipeg, Manitoba  
October 10, 2013

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

	March 31 2013	March 31 2012	April 1 2011
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	\$ 3,059,716	\$ 438,940	\$ 300,780
Accounts receivable (Note 3)	3,172,984	17,780,307	10,543,285
Prepaid expenses and deposits	57,814	75,424	122,364
	<u>6,290,514</u>	<u>18,294,671</u>	<u>10,966,429</u>
Capital assets (Note 4)	2,973,444	2,272,912	1,845,670
Due from agencies (Note 5)	5,537,990	5,537,990	5,537,990
	<u>\$ 14,801,948</u>	<u>\$ 26,105,573</u>	<u>\$ 18,350,089</u>
<b>Liabilities and Fund Balances</b>			
<b>Current Liabilities</b>			
Accounts payable and accrued liabilities (Note 6)	\$ 5,831,678	\$ 15,474,086	\$ 6,319,931
Deferred revenue (Note 7)	1,867,320	2,646,783	4,419,608
	<u>7,698,998</u>	<u>18,120,869</u>	<u>10,739,539</u>
Deferred revenue (Note 7)	-	-	30,852
Due to Province of Manitoba (Note 5)	5,537,990	5,537,990	5,537,990
	<u>13,236,988</u>	<u>23,658,859</u>	<u>16,308,381</u>
Commitments (Note 9)			
<b>Net Assets</b>			
Operating Fund	(1,522,079)	(17,062)	373
Capital Fund	2,973,444	2,272,912	1,845,670
Repatriation Fund	113,595	190,864	195,665
	<u>1,564,960</u>	<u>2,446,714</u>	<u>2,041,708</u>
	<u>\$ 14,801,948</u>	<u>\$ 26,105,573</u>	<u>\$ 18,350,089</u>

Approved on behalf of the Administrator:



Administrator

The accompanying 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 - Operating Fund**

For the years ended March 31	2013 Budget (Unaudited)	2013 Actual	2012 Actual
<b>Revenue</b>			
Province of Manitoba			
Department of Family Services & Labour (Note 8)	\$ 48,797,418	\$ 53,496,831	\$ 51,294,581
Canadian Heritage	-	-	76,188
Aboriginal Affairs and Northern Development Canada (AANDC)			
Regional Advisory Committee Meetings (Schedule 2)	30,000	30,000	27,930
Urban Aboriginal Strategy (Schedule 3)	100,000	100,000	-
Other	47,000	51,070	434
Interest	-	-	86
Goods and Services Tax	-	-	(29,754)
	<u>48,974,418</u>	<u>53,677,901</u>	<u>51,369,465</u>
<b>Expenses</b>			
Personnel			
Recruitment	-	18,026	-
Salaries and benefits	2,585,543	2,413,295	2,161,987
Training and education	62,500	21,550	22,406
Travel	50,000	37,814	38,662
	<u>2,698,043</u>	<u>2,490,685</u>	<u>2,223,055</u>
Office Operations			
Interest and bank charges	-	6,040	2,841
Supplies	36,000	47,925	77,569
Telephone	24,000	25,657	24,481
	<u>60,000</u>	<u>79,622</u>	<u>104,891</u>
Office and Building			
Insurance	25,000	33,003	32,376
Rent	214,000	256,428	235,710
Repairs & maintenance	-	16,867	-
	<u>239,000</u>	<u>306,298</u>	<u>268,086</u>
Other Authority			
Agency governance support	48,000	32,580	48,528
Agency reviews	-	-	34,299
Agency strategy and communication meetings	30,000	24,290	30,009
Annual meeting	7,500	13,458	6,801
Board meeting and training expense	25,000	32,482	5,133
Community relations	4,000	6,801	12,488
Differential response initiatives	-	60,966	346,535
Information technology support	377,435	785,353	521,478
Joint training team	363,342	606,017	832,939
Office of the standing committee	212,395	192,656	277,520
Professional fees	25,000	133,681	91,644
AANDC - Regional meeting	30,000	30,000	27,930
AANDC - Eyes for Me	100,000	101,932	76,188
Non-recoverable expenses	-	744,804	-
Emergency foster home standby fees	-	22,660	-
	<u>1,222,672</u>	<u>2,787,680</u>	<u>2,311,492</u>
Agency Support			
Agency central support	10,407,458	11,608,445	10,132,700
Agency differential response initiatives	530,000	530,000	978,750
Agency family support innovations fund	-	-	39,600
Agency family care	267,449	238,950	541,200
Agency core	6,272,840	6,468,522	6,285,463
Agency protection	21,688,223	23,180,199	21,731,867
Agency prevention	3,245,658	3,342,003	3,252,179
Agency designated intake	44,910	74,499	67,500
	<u>42,456,538</u>	<u>45,442,618</u>	<u>43,029,259</u>
Other Program Support			
Golden Eagle program support	1,000,000	1,065,329	1,007,864
Ji-zhaabwiing program support	1,450,000	1,244,987	1,517,923
800 Adele - building and operations	-	473,601	-
	<u>2,450,000</u>	<u>2,783,917</u>	<u>2,525,787</u>
<b>Total expenses</b>	<u>49,126,253</u>	<u>53,890,820</u>	<u>50,462,570</u>
<b>Excess (deficiency) of revenue over expenses for the year</b>	<u>\$ (151,835)</u>	<u>(212,919)</u>	<u>906,895</u>
<b>Fund balance, beginning of year</b>		(17,062)	373
<b>Interfund Transfers</b>			
Transfer to Repatriation Fund		-	(35,000)
Transfer to Capital Fund for asset additions		(1,292,098)	(889,330)
<b>Fund balance, end of year</b>		<u>\$ (1,522,079)</u>	<u>\$ (17,062)</u>

The accompanying 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**

<b>For the years ended March 31</b>	<b>2013</b>	<b>2013</b>	<b>2012</b>
	<b>Budget (Unaudited)</b>	<b>Actual</b>	<b>Actual</b>
<b>Revenue</b>			
Aboriginal Affairs and Northern Development Canada (AANDC) (Schedule 1)\$	-	\$ 250,000	\$ 250,000
<b>Expenses</b>			
Amortization	-	841,566	712,088
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>\$ -</b>	<b>(591,566)</b>	<b>(462,088)</b>
<b>Fund balance, beginning of year</b>		<b>2,272,912</b>	1,845,670
<b>Interfund transfers</b>		<b>1,292,098</b>	889,330
<b>Fund balance, end of year</b>		<b>\$ 2,973,444</b>	\$ 2,272,912

The accompanying 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**

<b>For the years ended March 31</b>	<b>2013</b>	<b>2013</b>	<b>2012</b>
	<b>Budget (Unaudited)</b>	<b>Actual</b>	<b>Actual</b>
<b>Revenue</b>	\$ -	\$ -	\$ -
<b>Expenses</b>			
Salaries and benefits	-	77,189	39,160
Travel	-	80	641
	-	77,269	39,801
<b>Deficiency of revenue over expenses for the year</b>	<b>\$ -</b>	<b>(77,269)</b>	<b>(39,801)</b>
<b>Fund balance, beginning of year</b>		<b>190,864</b>	195,665
<b>Interfund transfers</b>		-	35,000
<b>Fund balance, end of year</b>		<b>\$ 113,595</b>	\$ 190,864

The accompanying 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**

<b>For the years ended March 31</b>	<b>2013</b>	<b>2012</b>
<b>Cash Flows from Operating Activities</b>		
Excess of revenue over expenses for the year	\$ (881,754)	\$ 405,006
Adjustments for Items not involving cash		
Amortization of capital assets	<u>841,566</u>	<u>712,088</u>
	<u>(40,188)</u>	<u>1,117,094</u>
Changes in non-cash working capital balances		
Accounts receivable	14,607,323	(7,237,022)
Prepaid expenses and deposits	17,610	46,940
Accounts payable and accrued liabilities	(9,642,408)	9,154,155
Deferred revenue	<u>(779,463)</u>	<u>(1,803,677)</u>
	<u>4,203,062</u>	<u>160,396</u>
	<u>4,162,874</u>	<u>1,277,490</u>
<b>Cash Flows from Capital Activities</b>		
Purchase of capital assets	<u>(1,542,098)</u>	<u>(1,139,330)</u>
<b>Net increase in cash during the year</b>	<b>2,620,776</b>	<b>138,160</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>438,940</b>	<b>300,780</b>
<b>Cash and cash equivalents, end of year</b>	<b>\$ 3,059,716</b>	<b>\$ 438,940</b>

The accompanying notes are an integral part of these financial statements.

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

For the year ended March 31, 2013

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### 1. Nature of Organization and Summary of Significant Accounting Policies

#### (a) Nature of the 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 except 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.

#### (b) Management's Responsibility for the Financial Statements

The financial statements of the Authority are the responsibility of management.

#### (c) Basis of Accounting

The financial statements have been prepared using Canadian public sector accounting standards for government not-for-profit organizations as established by the Public Sector Accounting Board.

#### (d) Fund Accounting

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.

The Operating Fund is used to account for all revenue and expenditures related to general and ancillary operations of the Authority.

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.

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

**For the year ended March 31, 2013**

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**1. Nature of Organization and Summary of Significant Accounting Policies** (continued)

The Repatriation Fund is an internally restricted fund used to account for monies for specific purposes.

Interfund balances are non-interest bearing, and have no terms of repayment or security.

(e) Revenue Recognition

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.

(f) Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand, bank balances and investments in money market instruments with maturities of three months or less.

(g) 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.

(h) Use of Estimates and Measurement Uncertainty

These financial statements have been prepared in accordance with Canadian public sector accounting standards which require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the reported period.

Certain accounts receivable amounts contain measurement uncertainty as they relate to funding based upon the latest communication with the Province of Manitoba and management's intentions on finalizing the funding framework.

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

For the year ended March 31, 2013

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### 1. Nature of Organization and Summary of Significant Accounting Policies (continued)

#### (i) Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost.

### 2. First-time Adoption

Effective April 1, 2012, the Authority adopted the requirements of the new accounting framework, Canadian Public Sector Accounting Standards for Not-for-Profit Organizations (PSAB for NPOs). These are the Authority's first financial statements prepared in accordance with this framework and the transitional provisions of Section 2125, First-time adoption by Government Organizations have been applied. Section 2125 requires retrospective application of the accounting standards with certain elective exemptions and mandatory exceptions. The accounting policies set out in Note 1 - Nature of the Organization and Summary of Significant Accounting Policies have been applied in preparing the financial statements for the year ended March 31, 2013, the comparative information presented in these financial statements for the year ended March 31, 2012 and in the preparation of an opening PSAB for NPOs statement of financial position at the date of transition of April 1, 2011.

No optional exemptions were used at the date of transition to PSAB for NPOs.

The Authority issued financial statements for the year ended March 31, 2012 using Canadian generally accepted accounting principles prescribed by the CICA Handbook - Accounting Part V - Pre-changeover Accounting Standards. The adoption of PSAB for NPOs resulted in no adjustments to the previously reported assets, liabilities, net assets, excess of revenue over expenses and cash flows of the Authority.

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

**For the year ended March 31, 2013**

**3. Accounts Receivable**

	2013	2012
AANDC	\$ 10,000	\$ 27,930
Due from agencies	592,914	1,098,521
Due from Province of Manitoba		
Ji-zhaabwiing - office start-up and operating cost recoveries	1,295,820	935,496
Golden Eagle funding	134,091	414,894
IT support cost recoveries	376,786	500,972
Ji-zhaabwiing funding	265,105	406,418
New funding model adjustment	-	11,193,240
Other from government	554,929	893,419
Canadian Heritage	-	76,188
GST receivable	253,338	194,404
Other	9,099	16,422
800 Adele - renovation cost reimbursements	1,166,044	2,022,403
	<b>4,658,126</b>	<b>17,780,307</b>
Allowance for doubtful accounts	<b>(1,485,142)</b>	<b>-</b>
	<b>\$ 3,172,984</b>	<b>\$ 17,780,307</b>

**4. Capital Assets**

	2013			2012		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Computer equipment	\$ 3,903,562	\$ 2,114,962	\$ 1,788,600	\$ 3,227,398	\$ 1,493,312	\$ 1,734,086
Furniture and fixtures	406,603	210,200	196,403	397,027	162,296	234,731
Leasehold improvements	1,221,272	232,831	988,441	364,914	60,819	304,095
	<b>\$ 5,531,437</b>	<b>\$ 2,557,993</b>	<b>\$ 2,973,444</b>	<b>\$ 3,989,339</b>	<b>\$ 1,716,427</b>	<b>\$ 2,272,912</b>

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

**For the year ended March 31, 2013**

### 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 (\$5,537,990 in 2012), 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.

	<u>2013</u>	<u>2012</u>
Animikii-Ozozon Child and Family Services	\$ 1,204,000	\$ 1,204,000
Child and Family All Nations Coordinated Response Network	538,400	538,400
Dakota Ojibway Child and Family Services	689,610	689,610
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	1,368,830
West Region Child and Family Services	1,235,600	1,235,600
	<b>\$ 5,537,990</b>	<b>\$ 5,537,990</b>

### 6. Accounts Payable and Accrued Liabilities

	<u>2013</u>	<u>2012</u>
Due to agencies	\$ 4,245,152	\$ 14,533,675
Trade payables	1,361,798	550,263
Accrued expenses	221,797	387,912
Social fund	2,931	2,236
	<b>\$ 5,831,678</b>	<b>\$ 15,474,086</b>

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

**For the year ended March 31, 2013**

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Social fund	2,931	2,236
	<u>\$ 5,831,678</u>	<u>\$ 15,474,086</u>

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

**For the year ended March 31, 2013**

**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.

	<u>2013</u>	<u>2012</u>
Balance, beginning of year	<b>\$ 2,646,783</b>	\$ 4,450,460
Funds Received		
Province of Manitoba	<b>385,138</b>	6,526,850
Other	<b>17,778</b>	5,595
Less amounts recognized as revenue in the year	<b>(1,182,379)</b>	(8,336,122)
Balance, end of year	<b>1,867,320</b>	2,646,783
Less: Current portion	<b>1,867,320</b>	2,646,783
Deferred revenue relating to future years	<b>\$ -</b>	\$ -

**8. Revenue from Province of Manitoba**

Revenue as per Province of Manitoba confirmation	<b>\$ 62,066,862</b>
Add	
Deferred revenue amounts recognized as revenue in the year	<b>1,182,379</b>
Funding claims subsequent to confirmation	<b>504,176</b>
CSA withheld from operating grants	<b>1,375,440</b>
	<b>65,128,857</b>
Deduct	
Funding of prior year accounts receivable	<b>11,236,611</b>
Revenue deferred during the year	<b>385,138</b>
Other	<b>10,277</b>
	<b>11,632,026</b>
Revenue from Province of Manitoba	<b>\$ 53,496,831</b>

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

**For the year ended March 31, 2013**

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### 9. Commitments

The Authority has entered into various lease agreements for premises for its operations and to support other agencies and programs expiring between January 2014 and January 2029.

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

2014	\$ 1,354,154
2015	1,155,120
2016	903,173
2017	576,958
2018	512,320

### 10. Employment Benefits

#### Pension Benefits

The Authority has a defined contribution pension plan for its employees. Employees contribute at least 4% of their salaries and the Authority contributes 5%. The Authority's total pension contribution for 2013 was \$192,200 (2012 - \$196,184).

#### Sick Leave Benefits

Employees of the Authority are entitled to sick leave benefits during their employment. Sick leave benefits, which accumulate but do not vest, are not considered to be significant by management. As such, management has not recorded a liability for these benefits in the financial statements of the Authority.

### 11. 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.



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

For the year ended March 31, 2013

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### 12. 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 \$3,172,984 (\$17,780,307 at March 31, 2012).

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.

#### 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 and cash equivalents, 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.

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

**For the year ended March 31, 2013**

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**13. Economic Dependence**

The Authority's primary source of income is the grant funding received from the Province of Manitoba Department of Family Services and Labour. 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 Administrator  
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 statements of financial position as at March 31, 2013, March 31, 2012 and April 1, 2011 and the statements of operations and changes in net assets and the statements of cash flows for the years ended March 31, 2013 and March 31, 2012, and a summary of significant accounting policies and other explanatory information, and have issued our report thereon dated October 10, 2013 which contained an unmodified opinion on those financial statements. The audit was performed to form an opinion on the financial statements as a whole. Schedules 1 to 5 are presented for the purposes of additional analysis and are 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 for Schedule 1 through Schedule 3 is prepared to assist the **FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY** to meet the requirements of the Minister of Aboriginal 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 10, 2013

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

<b>For the years ended March 31</b>	<b>2013</b>	<b>2013</b>	<b>2012</b>
	<b>Budget (Unaudited)</b>	<b>Actual</b>	<b>Actual</b>
<b>Revenue</b>			
AANDC - capacity development	<b>\$ 250,000</b>	<b>\$ 250,000</b>	\$ 250,000
<b>Expenses Included in Capital Assets</b>			
Virtualization project	<b>250,000</b>	<b>477,872</b>	-
Records management	-	<b>148,769</b>	-
Voice over Internet protocol	-	-	450,240
	<b>250,000</b>	<b>626,641</b>	450,240
<b>Excess (deficiency) of revenues over expenses</b>	<b>\$ -</b>	<b>\$ (376,641)</b>	<b>\$ (200,240)</b>

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Schedule 2 - Statement of AANDC Funding and Expenditures -  
Regional Advisory Committee Meetings**

<b>For the years ended March 31</b>	<b>2013</b>	<b>2013</b>	<b>2012</b>
	<b>Budget (Unaudited)</b>	<b>Actual</b>	<b>Actual</b>
<b>Revenue</b>			
AANDC - Regional Advisory Committee Meetings	<b>\$ 30,000</b>	<b>\$ 30,000</b>	\$ 27,930
<b>Expenses</b>			
Agency travel, accommodations, & meals	<b>22,000</b>	<b>20,542</b>	15,346
Facility	<b>5,000</b>	<b>5,458</b>	9,015
Coordination and administration fee	<b>3,000</b>	<b>4,000</b>	3,569
	<b>30,000</b>	<b>30,000</b>	27,930
<b>Excess of revenue over expenses</b>	<b>\$ -</b>	<b>\$ -</b>	-

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Schedule 3 - Statement of AANDC Funding and Expenditures -  
Urban Aboriginal Strategy**

<b>For the years ended March 31</b>	<b>2013</b>	<b>2013</b>
	<b>Budget (Unaudited)</b>	<b>Actual</b>
<b>Revenue</b>		
AANDC - Urban Aboriginal Strategy	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Expenses</b>		
Salaries and benefits	54,050	55,603
Program costs	17,250	17,627
Administration allocation	12,150	12,150
Cultural Room rent allocation	-	7,200
Honourariums	4,000	4,050
Program supplies	12,550	3,341
Recruitment	-	1,453
Travel	-	508
	<b>100,000</b>	<b>101,932</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>\$ -</b>	<b>\$ (1,932)</b>

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Schedule 4 - Statement of Canadian Heritage Funding and  
Expenditures**

<b>For the years ended March 31</b>	<b>2013</b>	<b>2013</b>	<b>2012</b>
	<b>Budget (Unaudited)</b>	<b>Actual</b>	<b>Actual</b>
<b>Revenue</b>			
Canadian Heritage	\$ -	\$ -	\$ 76,188
<b>Expenses</b>			
Salaries and benefits	-	-	37,128
Program supplies	-	-	13,959
Administration allocation	-	-	10,750
Honourariums	-	-	10,150
Recruitment	-	-	5,029
Program foods	-	-	4,500
Cultural Room rent allocation	-	-	4,200
Program costs	-	-	2,079
Travel	-	-	582
	-	-	88,377
<b>Excess (deficiency) of revenues over expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(12,189)</b>

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND  
FAMILY SERVICES AUTHORITY**  
**Schedule 5 - Statement of Revenues and Expenditures**  
**- Ji-zhaabwiing**

<b>For the years ended March 31</b>	<b>2013</b>	<b>2013</b>
	<b>Budget (Unaudited)</b>	<b>Actual</b>
<b>Revenue</b>		
Province of Manitoba	\$ -	\$ 1,722,130
<b>Expenses</b>		
Agency grants	-	1,244,987
Office rent and parking	-	419,656
Salaries and benefits	-	116,966
Building maintenance	-	27,210
Utilities	-	24,503
Telephone and fax	-	7,087
Office supplies	-	6,915
Travel	-	322
Other	-	119
	-	1,847,765
<b>Excess (deficiency) of revenues over expenses</b>	<b>\$ -</b>	<b>\$ (125,635)</b>





# “For Our Children”

