



FOR OUR CHILDREN

2013/14 Annual Report



OUR MANDATED 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



CHILD AND FAMILY ALL NATIONS COORDINATED RESPONSE NETWORK (ANCR)

Winnipeg / Headingley / East St Paul / West St Paul



INTERTRIBAL CHILD AND FAMILY SERVICES (ICFS)

Dakota Tipi / Fisher River / Kinonjeoshtegon



SAGKEENG CHILD AND FAMILY SERVICES

Sagkeeng



SOUTHEAST CHILD AND FAMILY SERVICES (SECFS)

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



ANISHINAABE CHILD AND FAMILY SERVICES (ACFS)

Dauphin River / Pinaymootang/ Lake Manitoba / Lake St Martin / Little Saskatchewan



DAKOTA OJIBWAY CHILD AND FAMILY SERVICES (DOKCFS)

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



PEGUIS CHILD AND FAMILY SERVICES (PCFS)

Peguis



SANDY BAY CHILD AND FAMILY SERVICES

Sandy Bay / Dakota Plains

Note: SBCFS provides services to Dakota Plains on behalf of DOKCFS



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

As I reported to you in last year's annual report, The Southern First Nations Network of Care (SFNNC) was placed under an Order of Administration in November 2012 by the Minister of Family Services from the Province of Manitoba as per Section 28 of The Child and Family Services Authorities Act. You will recall that this action became necessary when the SFNNC Board of Directors no longer had the minimum number of directors required by legislation.

The current Order of Administration does include the appointment of four directors who serve in an advisory capacity. Together, along with the Southern First Nations leadership and the Province, we are continuing our work to establish the conditions necessary to lift the Order of Administration and return governance of SFNNC to a fully functioning Board of Directors.

This past year can best be described as a year of changes and challenges. The most significant change came with the announcement that Elsie Flette had made her decision to leave the Southern First Nations Authority after ten years of exemplary service in October 2013. Elsie performed a pivotal role in the Aboriginal Justice Inquiry-Child Welfare Initiative (AJI-CWI) and leaves a memorable legacy of commitment and achievement in support of First Nations families and children. As well, Dan Richard, our Chief Financial Officer, made his decision in June 2014 to move on with his career after over ten years of dedicated service.





Any time an organization loses two of its most senior executives within such a short period of time, it can be extremely disruptive. I would like to commend the management and staff of the SFNNC and the Executive Directors of our mandated agencies for maintaining a high degree of professionalism and confidence through this critical transition in the SFNNC leadership.

One of the major challenges we faced this past year was to address our projected operating deficit in 2013/14 and prepare a balanced budget for 2014/15. In order to bring our expenditures in line with our Provincial grant funding, one of the difficult measures we were compelled to take was to permanently lay off six employees in March 2014. Unfortunately, the reality is the workload did not diminish with these reductions and staff are consequently having to manage with fewer resources.

A broader challenge for the SFNNC and its mandated agencies has been to reach out and respond respectfully to the mounting concern being expressed by the First Nations communities and their leadership regarding the number of their children in care and with their understandable impatience for a more culturally appropriate Child Welfare System.

Lastly, we reported that one of our primary objectives was the recruitment of a new Chief Executive Officer. I am pleased to confirm in this year's Annual Report our recent announcement of the appointment of Ms. Roberta (Bobbi) Pompana. Bobbi, the former Executive Director of Dakota Ojibway Child and Family Services, brings over 20 years of demonstrated senior management skill, ability and experience in the field of Child Welfare. Bobbi has hit the ground running: reviewing the organizational structure; hiring a new Associate Chief Executive Officer (a new position); and reaching out to the Southern First Nations leadership.

Once again I would like to thank the Advisory Board of Directors for their wisdom, guidance and support throughout the past year.

Peter Dubiensi

Administrator/Interim Chief Executive Officer

STAFF LISTING

(As at March 31, 2014)

EXECUTIVE

Peter Dubiński

Interim Chief Executive Officer (*effective October 14, 2013*)

Dan Richard, B.Comm., CA, CAFM

Chief Financial Officer/Director of Operations

Lorna Croitor

Executive Assistant

FINANCE, ADMINISTRATION & INFORMATION TECHNOLOGY

Trevor Mierke

Senior Financial Accountant

Gladys McKay

Office Manager

Karen Desjarlais

Administrative Assistant – Front Reception

Darlene Ahmo

Administrative Assistant – QA/VK

Charlene Nepinak

Administrative Assistant – Service Support

Patricia Halaburda

Administrative Assistant – Standing Committee

Cindy Myran

Administrative Assistant – Human Resources

Cynthia Richard

Administrative Assistant – Resource Development (*on leave*)

Lori Lavallee, CNE

Information Technology Manager

Vlastimir Drakul, BSc., MCSE

Systems Administrator

Shawn Webster, MCP, Computer Sciences

Information Systems Support

Dave Cawson

Network Administrator

David Kiddell, BSc.

Information Systems Support (*term*)

Paul Garcia

Network Administrator (*term*)

Cheryl Devenny

IT Project Specialist (*term*)

HUMAN RESOURCES

Kent Brown, CHRP Candidate

Director, Human Resources

Shirley Cook, B.Ed.

Spiritual Caregiver

Barbara Katic, B.Ed.

Education & Training Services Specialist

Kayla Guiboche

Education & Training Centre Manager

COMMUNICATIONS

Jim Compton

Communications Specialist

VISION KEEPERS (QUALITY ASSURANCE)

Marcia Liske, BSW

A/Director of Vision Keepers (Quality Assurance)

Tara Petti, BA, BSW, MSW underway

Senior Quality Assurance Specialist (Curam Project)

Bert Crocker, MSW

Senior Quality Assurance Specialist

Kim Hotomani, BSW

Quality Assurance Specialist/Vision Keeper

Lisa Medd, BSW

Quality Assurance Specialist/Vision Keeper (*on leave*)

SERVICE SUPPORT & RESOURCE DEVELOPMENT

Jolene Cameron, BSW, MSW

Director of Service Support

Catherine McAuley, BSW

Supervisor, Service Support

Tara Cook, BSW, MSW underway

Intake Coordinator (*on leave*)

Candyce Harris, BSW

Intake Coordinator

Marsi Rock, MA

FASD Specialist

Doreen Moellenbeck, BSW, MSW underway

Services to Children in Care Specialist

Shauna Natrasony, BSW

Services to Children in Care Coordinator

Donna Lalonde, BA, CHRP

Strategic Resource Development Manager

Louise McKay, BA

Senior Resource Development Specialist

Amy Marcil-Dallaire, BA

Alternative Placement Team Worker

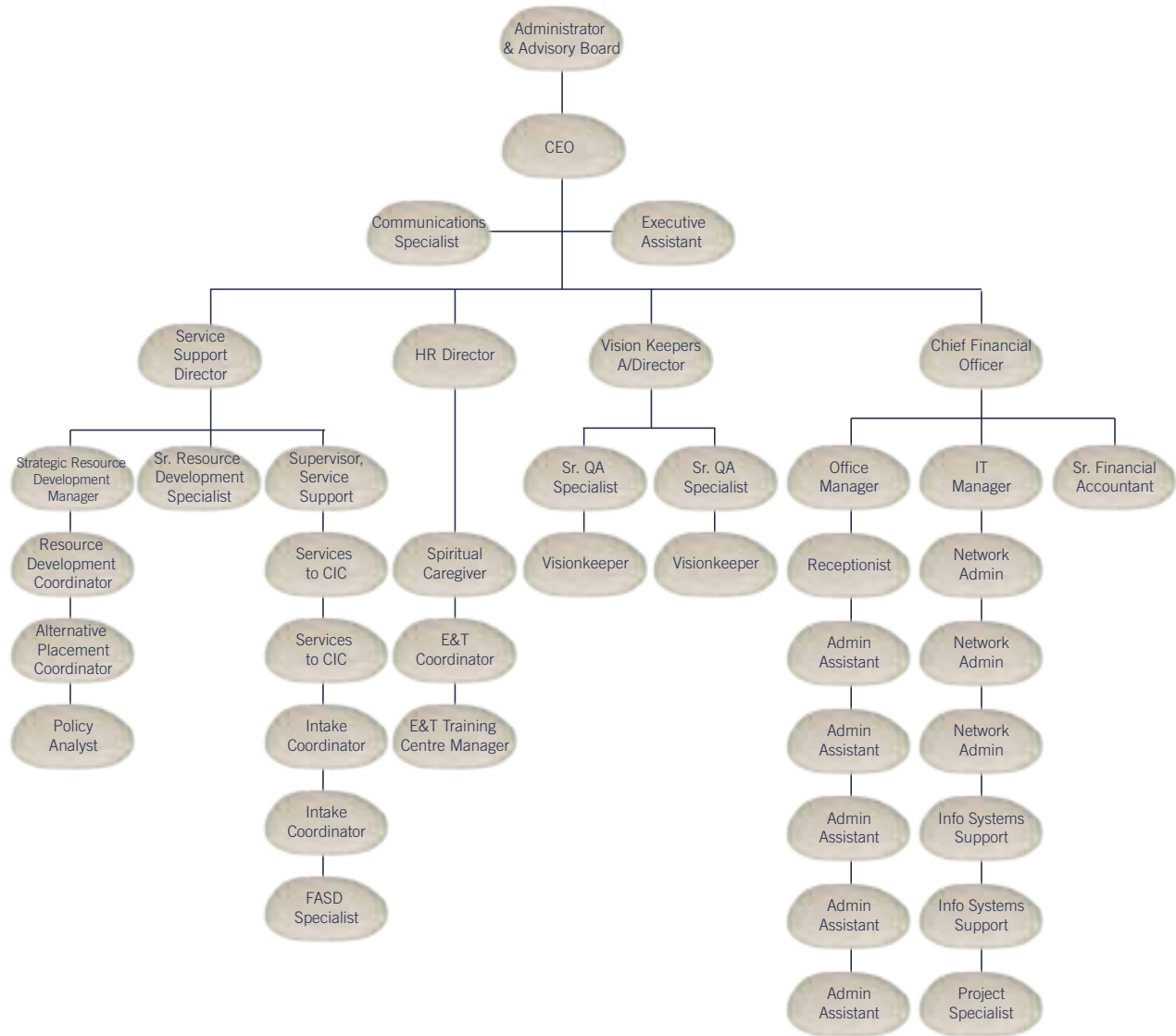
Felicia Johnston, BA, BSW, MSW underway

Resource Development Worker

Colin Kinsella, BA, MA

Policy Analyst

ORGANIZATIONAL CHART



ORGANIZATIONAL HISTORY

The First Nations of Southern Manitoba Child and Family Services (CFS) 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 SFNNC 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 CFSAA 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 Dakota Ojibway Child and Family Services.

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, the Southern First Nations Network of Care (SFNNC) 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 Nations workforce that is trained and competent in First Nations knowledge and helping approaches.
5. To have parity of services for all First Nations 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 SFNNC receives its mandate from the First Nations in southern Manitoba and from the provincial *Child and Family Services Authorities Act* (CFSAA). 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 four 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 CFSAA, or any other Act, provided that any such act of the Directors is approved by the Administrator. As highlighted in last year's report, the Advisory Board contracted out a review of SFNNC Board governance. The report was completed in September 2013 and has been reviewed by the Advisory Board. It has been shared with the Assembly of Manitoba Chiefs and the Southern Chiefs Organization (SCO). The SCO has taken the lead on the first phase of recruitment and selection of a new Board of Directors for SFNNC.

Currently, members of the Advisory Board are:

SFNNC ADVISORY BOARD

Wayne Helgason

Cora Morgan (*resigned November 2013*)

Ivy Chaske

Glenn Cochrane



AGENCY RELATIONS

The SFNNC seeks to carry out its responsibilities under the CFSSA from a capacity building and support approach. A number of activities were carried out in 2013/14 to achieve this; 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, including meetings with individual agencies to address agency-specific matters;
- Assisting agencies in the completion of their five-year operations/business plans and 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 Nations CFS Directors Meeting in March 2014 to discuss program updates; update from the Regional Advisory Committee; the transition from Child and Family Services Information System to Curam; Hugh Inquiry Report Recommendations; child maintenance and community-based resources; and
- Provided support and capacity building services to agencies through primarily the Agency Service Support, Vision Keepers (Quality Assurance) Unit, Information and Technology Unit, Human Resource Unit, Finance Unit and the Alternative Care Unit.

2013/14 OPERATIONAL OBJECTIVES

AREAS OF FOCUS

The strategic areas of focus for 2013/14 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.

2013/14 AREAS OF FOCUS	KEY DIRECTIONAL STATEMENTS	YEAR END STATUS UPDATE
Culturally Appropriate Case Management/ CFSIS Use	<ul style="list-style-type: none"> • Provide training to SFNNC mandated agencies in Structured Decision Making (SDM) case management tools. • Recruit IM/CFSIS trainers. • Develop a training guide that incorporates SDM/IM/CFSIS for caseworkers and supervisors. • Provide agency support through SDM and IM/CFSIS work sessions. • Train agency trainers to in turn train agency staff in the new SDM Safety Assessment. • Complete quality assurance process regarding use of case management tools on Family Enhancement and new cases. 	<ul style="list-style-type: none"> • Ongoing SDM training provided including a SDM Train the Trainers for agency staff – ongoing. • Specialized trainings for IM/CFSIS is ongoing. • IM/CFSIS/SDM case management training guide is completed – ongoing. • SDM and IM/CFSIS training and work sessions are ongoing and continue to be held at both SFNNC computer lab and agency offices – ongoing. • Agency trainers are trained in the new SDM Safety Assessment (February 2013) - completed 2012/13. • Completed quality assurance reviews on Family Enhancement cases and new cases in February 2013 - new case management reviews being completed in 2013/14.
Connectivity Project including expansion of bandwidth	<ul style="list-style-type: none"> • Complete the VLAN installation at all sites. • Begin virtualization of agency servers. • Begin transition to the VOIP system. • Assess document management software and determine which one best meets the needs of agencies and the SFNNC. • Increase CFSIS training and data entry for agency staff. 	<ul style="list-style-type: none"> • As of March 31, 2014, 42 sites have the VLAN completed. • Virtualization SFNNC, AOCFS, ACFS, DOCFS, 1-Intertribal CFS, WRCFS, PCFS, and SCFS work underway at the remaining agencies. • VOIP system in place at the SFNNC, AOCFS, ACFS, DOCFS, SECFS and Intertribal CFS – Head Office), PCFS and SCFS work underway at the remaining agencies. • Purchase of TRIM document management system. • Training plan for CFSIS was developed and training underway.

**2013/14
AREAS OF FOCUS**

**KEY DIRECTIONAL
STATEMENTS**

**YEAR END
STATUS UPDATE**

**Service procedures &
standards development**

- Development of criteria and template for extensions of care for SFNNC CFS agencies to use when requesting extensions.
- Development of a SFNNC standard for termination of Voluntary Surrender of Guardianship (VSG).

- 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.
 - A termination of a VSG template has been sent for legal opinion.
-

**Standardization of foster
home rates**

- 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.

- Field testing for standardization of rates was completed in Fall 2013.
- No further development has occurred.

POLICY AND 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 SFNNC and its mandated agencies.

In 2013/14, the Policy and Strategy Unit continued work in the following major areas:

- Office of the Child and Family Services Standing Committee
- French Language Services
- Business Continuity Planning
- Crisis Response
- Culture Committee
- Hotel Placements
- Special Projects
 - Morningstar
 - High Fidelity Wraparound
 - Custom Adoptions

OFFICE OF THE CHILD AND FAMILY SERVICES STANDING COMMITTEE

The Child and Family Services Standing Committee is an advisory group of the Manitoba Child and Family Services (CFS) system. This group 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 (CEOs) of the four Child and Family Services Authorities and the Executive Director of the Child Protection Branch (Manitoba Family Services and Labour).

The Office of the CFS Standing Committee was established in the spring of 2008 to support the work of the CFS Standing Committee, as recommended in the external reviews of the CFS system in Manitoba (2006). The Office includes 16 positions, including two Policy Analyst positions from each CFS Authority (two SFNNC staff).

In 2013/14, the work of the CFS Standing Committee and the Office of the CFS Standing Committee continued to focus on three major areas:

- Continued implementation of the Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI);
- Implementation of the Changes for Children Initiative;
- Ongoing system development; and
- Designated Intake Agency Review.

ABORIGINAL JUSTICE INQUIRY – CHILD WELFARE INITIATIVE

The Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI) was established in 2000 to address the child welfare recommendations of the Aboriginal Justice Inquiry (1991). Through the AJI-CWI, Manitoba's child and family services system has been restructured to better serve First Nations peoples. By 2006, most of the restructuring was completed.



In 2013/14, led by the four Authorities and Manitoba Family Services and Labour, work continued in meeting the goals identified under the AJI-CWI.

- Recognize the right of First Nations and Métis to control the development and delivery of child and family services to their peoples throughout Manitoba; and
- Restructure the CFS system through legislation and other changes.

For historical background on the AJI-CWI, please refer to the website at: www.aji-cwi.mb.ca.

CHANGES FOR CHILDREN INITIATIVE

The Changes for Children Initiative was launched in October 2006 by the Manitoba Family Services and Consumer Affairs and the four CFS Authorities. In August 2007, the CFS Standing Committee assumed responsibility for the initiative. The purpose of Changes for Children is to address the 289 recommendations emerging from the five external reviews of Manitoba's child and family services system completed in 2006. Three of these reviews were commissioned in response to the tragic death of Phoenix Sinclair, a five-year-old child.

The Changes for Children recommendations focus on the following major areas:

- Keeping children safe through primary prevention programs;
- Early intervention services for families;
- Strengthening foster care and services for youth;
- Enhanced support for front-line child protection workers;
- Improved communications;
- Strengthening the new governance structure;
- Fiduciary obligation of the Government of Canada (e.g., Jordan's Principle); and
- Special Investigation Reviews (formerly Section 10 reviews).

In 2013/14, all of the Changes for Children recommendations were completed.

For information on the Changes for Children Initiative, please refer to the website at: www.changesforchildren.mb.ca.

ONGOING SYSTEM DEVELOPMENT

In 2013/14, the CFS Standing Committee continued to initiate foundational work in the following major areas:

- Child and Family Services information system (computer)
- Fetal Alcohol Spectrum Disorder (FASD)
- Differential response (prevention and early intervention services to support families)
- Communications (both within the CFS system and externally)
- Alternative care
- Resource development
- Education and training for CFS staff (coordinated by the Joint Training Team)
- Funding
- Legislative review
- Policy, protocols and standards
- Youth Suicide Prevention
- Section 4/Special Investigation Reviews
- Child maintenance
- Intake



DESIGNATED INTAKE AGENCY REVIEW

In 2013/14, the CFS Standing Committee initiated the Designated Intake Agency (DIA) Review.

The purpose of the review is to assess the extent to which the current models for providing intake and related services in Manitoba's child and family services system are appropriate given the trend in service demand, the expressed needs of children, youth and families within each area and the characteristics of communities being served.

The DIA Review will determine how each of the 14 DIAs across Manitoba operate, focusing on the following areas:

- Funding and administration
- Services provided
- Calls
- Intake and cases

As part of the DIA Review Team, SFNNC staff is responsible for collecting data from the DIAs under the SFNNC. These include All Nations Coordinated Response, Anishinaabe Child and Family Services, Intertribal Child and Family Services and Peguis Child and Family Services.

The DIA Review is expected to be completed by Fall 2014.

FRENCH LANGUAGE SERVICES

Under provincial legislation, in accordance with the French Language Services Regulation (199/2005), the four Child and Family Services Authorities are required to ensure that their mandated CFS Agencies serving French-speaking communities have a French Language Services Plan in operation. As the mandating Authority for the All Nations Coordinated Response Network (ANCR) this was one of our areas of responsibilities.

For the SFNNC, the Policy and Strategy Unit has been working with ANCR since 2012 in developing a plan for the Agency, which is the primary point of contact with the CFS system in Winnipeg. The plan has been developed in consultation with the Manitoba Francophone Affairs Secretariat, Santé en français (formerly called the Conseil communauté en santé du Manitoba), and French Language Services under Manitoba Family Services and Labour.

In 2013/14, the French Language Services Plan for ANCR was completed and the implementation of the plan was initiated.

Key features of the plan include the following:

- Active offer
 - Position designation in service programs
 - Language training/refresher opportunities
 - Language inventory
 - Translation of key publications/website
 - Protocol for active offer
- Collaboration with the Francophone community
 - Participation in the Santé en français roundtable
 - Key position recruitment through Francophone community networks
 - Establish institutional relationships
- Promotional and awareness activities
 - Active offer training throughout ANCR
 - Integrate into competency training framework
 - Staff orientation revised to include French Language Services policy awareness

- Policy Development
 - Locate French Language Services activities within ANCR Culture and Diversity Strategy
 - Develop policies which support French Language Services

The French Language Services Plan will ensure that, upon request, child and family services are available and accessible in French to residents in Winnipeg.

BUSINESS CONTINUITY PLANNING

The purpose of Business Continuity Planning (BCP) is to ensure that an organization can respond to an emergency situation and sustain minimum operating requirements.

In recent years, the SFNNC and its mandated agencies have developed plans to respond to the H1N1 flu and the impact of flooding. In 2013/14, the SFNNC continued to work with CFS Agencies to update their business continuity plans in preparation for an emergency situation.

CRISIS RESPONSE

There were no issues during this fiscal year that required a formal crisis response from the SFNNC level. However staff did attend some crisis response training events during the year.

CULTURE COMMITTEE

The Spiritual Caregiver position was vacant for 18 months from late May 2013 to the end of November 2014. In 2013/14 the Human Resource Unit continued to be responsible for this area; however, the ongoing activities became the responsibility of the Culture Committee. As this unit took a lead role and involved a lot of time, these activities are included in this report.

The Cultural Committee became responsible to ensure the SFNNC and its mandated agencies continued planning and being involved in cultural activities throughout the year. Some activities undertaken during that time were as follows:

- The ten-year celebration for AJI-CWI with all the CFS Authorities – further details are included in the Director of Communications report
- A ten-year celebration Powwow for SFNNC, its mandated agencies, and their children and families - further details on the powwow are covered under the Director of Communications Report
- Culture Camp at Camp Manitou
- Solstice ceremonies
- Aboriginal Justice Day Cultural activities for staff
- Medicine picking
- Helped with the hiring of a new Spiritual caregiver for SFNNC
- Cultural activities such as making moccasins and various sewing projects

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. In 2013/14 there were 328 placements of children in hotels by the nine SFNNC Agencies, and 138 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. The majority of the children placed into a hotel stayed between one and three days. In the exceptional cases where hotel stays were extended, it was due to the lack of appropriate resources for particularly high needs children.

SPECIAL PROJECTS

In all organizations issues and new projects come up that at the time do not fall under anyone's specific area of responsibility. To address these and take advantage of arising opportunities, the SFNNC assigned these responsibilities and assignments flowing from them to the Policy and Strategy Unit.

MORNINGSTAR

In 2010/11, as part of the Point Douglas Revitalization Initiative, the Department of Family Services and Labour held four community forums with over one thousand Point Douglas residents. These people identified their top priority as working together with their community using an Integrated Service Model (ISM) of service delivery. Shortly after, a working group was tasked with the responsibility of designing an ISM pilot model. Next R.B. Russell Vocational High School came on board as the pilot site and the working group identified the pilot's main goal: to improve accessibility and responsiveness of support services for R.B. Russell students and their families. At the beginning of the 2013 school year, students added their input which was then used to bring about a new way of supporting students at R.B. Russell and that is now called Morningstar.

"Morningstar is a spirit. Imagine a star blanket wrapped around a student and their family. The spirit of the community resides in the blanket. It is the spirit of the community that, like the star blanket, is wrapped around our future leaders and warriors."

Morningstar brings services to the school to support students rather than sending students away to navigate services or supports on their own. It provides a single entry format for students to access and receive multi-systems supports through a wrap-around approach. It will provide culturally appropriate supports, be proactive, intervene early and employ a strengths-based approach that emphasizes a positive partnership with the family. Morningstar will be intentionally collaborative with students, caregivers and partners to sustain positive outcomes and ensure students have access to all the supports the program can offer.

Partners

The other part of Morningstar is the network of partnering community-based organizations, government branches and service providers. Most of these partners will be offering their services and/or programs right out of the school, while others will offer extracurricular programs for students and families in their own shops for students. Remaining partners will come to the table to fill gaps as needed. A full-time social worker called a Morningstar Skaabe assists R.B. Russell's highest needs students navigate and access partners' resources and will help partners deliver their services to students more effectively and efficiently.

There are many R.B. Russell students who are involved with CFS or have come to the attention of CFS. When the number of students was looked at, it was found that the CFS was involved with a quarter of the population. Further to that, the agencies most involved with students were Anishinaabe CFS and Southeast CFS. For these reasons the two agencies came on board as Morningstar partners and each fund one full-time Morningstar Skaabe to work out of the school for a two-year period.

In late 2013, responsibility for Morningstar transferred to Manitoba Education and Advanced Learning, specifically to the Director, Helen Robinson-Settee. The Child and Family Services Division continued to be a partner at this table through the SFNNC Administrator, Peter Dubiensi. When Mr Dubiensi assumed the Interim CEO position, this responsibility transferred to the Director of Policy and Strategy. At this same time, the concept of Morningstar was presented to the SFNNC Advisory Board and they endorsed this initiative one hundred percent. The Advisory Board put forward a motion that the SFNNC support Morningstar through the funding of two social work positions for the first six months. This was later accomplished through a partnership with ACFS and SECFS, as mentioned previously.

Other partners are as follows:

- Aboriginal Council of Winnipeg
- Aboriginal Health and Wellness Centre
- Aboriginal Youth Opportunities
- Addictions Foundation of Manitoba
- Boys and Girls Club of Winnipeg
- Canadian Mental Health Association
- Centre for Aboriginal Human Resource Development (CARHD)
- Manitoba Education and Advanced Learning Aboriginal Education Directorate/Manitoba Education and Advanced Literacy Program and Student Services Branch
- Child Guidance Clinic of the Winnipeg School Division
- Children's disAbility Services (CdS)
- Community Living disAbility Services (CLdS)
- Employment and Income Assistance
- Manitoba Children and Youth Opportunities
- Manitoba Family Services and Labour
- Manitoba Health
- Manitoba Housing
- Manitoba Probations
- MarketAbilities Program (mAp)
- Mount Carmel Clinic
- North Point Douglas Women's Centre
- Onashowawewin Justice Circle
- University of Winnipeg
- Winnipeg Police Service
- Winnipeg Regional Health Authority
- Winnipeg School Division

Objectives:

Students involved with Morningstar will:

- Be able to have someone share their journey at some of their darkest moments;
- Become healthier - mentally, emotionally, physically and spiritually;
- Have fewer barriers to cross while accessing services;
- Have many of the supports they need right in the school;
- Improve their attendance;
- Complete more of their credits and increase their chances of graduating;
- Reduce their dependence on and/or involvement with systems with which they come into contact due to their negative behavior (such as Justice and CFS);
- Be given the opportunity to have healthier families;
- Become more knowledgeable about Traditional Aboriginal culture; and
- Learn more about their gifts and how to let them shine through.

Partners involved with Morningstar will:

- Be given the opportunity to deliver their services within R.B. Russell School and directly to the students and or their families;
- Have the opportunity to immediately see how their services have an impact on students; and
- Become more involved in the school and will have the opportunity to help shape our leaders of tomorrow and prepare them for the next phase of their life; traditionally, this was the way of the First Nations people, and now Morningstar gives back this opportunity.



HIGH FIDELITY WRAP-AROUND

At the end of the fiscal year Healthy Child Manitoba accessed some unused provincial funds and brought a new way of working with high needs children to Manitoba. The vision statement of High Fidelity Wrap-Around (HFWA) is as follows:

All children, youth, adults and their families will be part of a vibrant supportive community such that their varied challenges and needs will be heard, addressed and met.

This vision is to be achieved through a process called Wrap-Around which they define as follows:

At its simplest, the Wrap-Around process is a youth/parent driven, team-based and holistic planning process that develops an individualized plan that uses the strengths of the youth/family and their team members to develop strategies that the entire team takes on that effectively addresses the whole family's needs on a day to day basis.

Healthy Child Manitoba brought the trainer from HFWA, Andrew Debicki, to Winnipeg for a training session and to determine the level of interest for this new process. The training session was attended by high level staff from many of the organizations that work with young people. The training was well received and a decision was made to pursue bringing this model to Manitoba. A table was struck to have further discussions on how to make this happen. The SFNNC are partners at this table.

CUSTOM ADOPTIONS

Custom adoption is a term referring to children being adopted into families who will continue to have a relationship with the child's extended family and community after the adoption process is completed.

A few years ago the SFNNC started to research this way and visited White Earth, Minnesota, a community which was very involved in custom adoptions. In their way, the child's extended family and community give their permission for a child to be adopted. The new adoptive family begins to learn about the child's family, community and culture and becomes involved in the child's family community as best they can. The visit to White Earth has been captured on a video which is available at the SFNNC office.

In January 2014, SFNNC began to work with the Strategic Resource Development Unit on developing its own model of kinship care for children and families needing out of home care; this model is called Ka ki naw ni wa ko ma kan ak. Kinship care is a move towards care being provided by family and community instead of by strangers as offered by foster care. Custom adoption is on the continuum of this new model.



COMMUNICATIONS

The Communications Specialist (CS) of the SFNNC develops, produces and distributes information designed to build awareness and understanding and advance the mission and vision of First Nations Child and Family Services in Manitoba.

The CS works to ensure that the messages and positions of the SFNNC are communicated effectively through the Board Chair and/or the Chief Executive Officer (CEO). This ensures all media responses of First Nations Child and Family Services in Manitoba will be accurate. The CS provides ongoing assistance and makes recommendations on critical issues as they arise.

The CS is part of the Core Administration/Support Services. Any communications materials or strategies are subject to review and approval by the CEO and CS. Further communications materials or strategies are developed and distributed in conjunction with the Communications Sub-Committee for Standing Committee. Final approval must come from the CEO and/or designate. Relevant Policy Analysts or Team Leaders also are 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; and
- Corporate Image and Identity.

Listed under each strategic area are the activities that have taken place in 2013/14.

MEDIA AND PUBLIC RELATIONS

The CS 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 vision and priorities therein. The CS recognizes that the majority of Manitobans receive their information about First Nations primarily through the media. The CS works to establish an ongoing working relationship with the media to ensure the SFNNC is viewed as a constructive and productive organization. The CS also utilizes other channels directly (speaking opportunities, publications, internet, etc.) to reach the public.

- Ongoing media relations have been undertaken throughout the year including interviews with the Winnipeg Free Press, CBC News, Global, CTV and APTN. Major focus of inquiries and interview has been in relation to ongoing Quality Assurance Reviews, open case inquiries and general SFNNC/CFS policy;
- Questions and briefing related to the Phoenix Sinclair Inquiry and communications strategy;
- SFNNC Board governance issues;
- Pre-interviews with media;
- Background responses to media;
- “Dealing with the Media” workshop for Agencies, Boards and Chief and Council; and
- Research and follow-up to media inquiries from the Child Protection Branch (CPB) and the Minister’s office.

On average we receive up to 30 e-mails and direct calls per month. On a yearly basis the Communications Unit responds to more than 300 media and other inquiries for follow-up and response.

PUBLIC AWARENESS AND EDUCATION

The CS has, in collaboration with Agencies, Authorities and collaterals, developed and implemented public awareness and public education strategies. These were in line with initiatives, activities and positions designed to promote awareness and understanding of the issues, priorities, mandate, mission and history related to SFNNC and First Nations Child and Family Services in Manitoba.

- *CAC Communications Strategy* in conjunction with the Communications Sub-Committee developed, drafted and delivered;
- Joint communication strategies with the CPB are ongoing;
- Semi-Annual Chiefs Reports developed, produced and distributed;
- Coordinated 10th Anniversary celebration with Communications Sub-Committee for Standing Committee; and
- Coordinated 10th Anniversary celebration for SFNNC and it mandated Agencies.

VIDEO PRODUCTIONS AND CAMPAIGNS

Over the past few years the Communications Unit has developed and assisted production of videos for public educational and in-house training purposes.

- A Differential Response (DR) and Community/Family Enhancement (FE) video titled Changing Face of Child Welfare has been researched and developed for production in conjunction with DOCFS and ANCR.
- Aboriginal Affairs and Northern Development Canada (AANDC) has requested use of a DR/ FE video for broader distribution.
- Under the overall FASD Communications Strategy, eleven Visions and Voices Speakers Bureau video calling cards have been produced; This SFNNC Public Education Campaign nets three to five presentations a month.
- A strategy has been developed to expand the Visions and Voices program in the area of Gang Prevention is under way.
- Discussions and development of a Foster Care Recruitment Campaign have begun.

STRATEGIC COMMUNICATIONS POLICY AND PLANNING

The CS develops and implements Communications in relation to specific strategies for specific events, issues or initiatives. The CS provides advice, recommendations and communications support to specific Child and Family Services policies and protocols:

- Key messaging developed with the Minister of Family Services and Labour for media announcements that involve the SFNNC;
- Liaison and consultation with provincial communications unit in relation to reviews, press material, questions and answers and general messaging and planning; and
- Direct consultations with SFNNC Agencies on media policy and response.

COORDINATE AND FACILITATE COMMUNICATIONS

The CS serves to coordinate and facilitate communications activities across the four Authorities - SFNNC; First Nations of Northern Manitoba CFS Authority; Métis Child and Family Authority; and the CFS General Authority - in order to ensure consistency and clarity in public activities, including:

- Development of a FASD strategy with a cross-authority team, including redevelopment and updates to the website.
- Visions and Voices video initiative developed and under way and Visions and Voices Speakers Bureau video calling cards were completed to date.
- Regular uptake of the Visions and Voices program from Agencies and public.
- DR Communications strategy developed and ongoing. Video Production distributed through website and Agencies. Posters and Pamphlets also distributed.
- Ongoing meetings with the province and related agencies in relation to specific media responses.
- Business continuity plan developed and launched.
- Ongoing meetings with staff from the Office of the CFS Standing Committee in relation to overall Media Strategy, SFNNC CFS Directory (updated and distributed), upcoming workshops, exhibits and conferences.
- Ongoing communication strategies developed in conjunction with inter-Authority sub-communications team. Ongoing in updates and communication initiatives developed and executed for Changes for Children, Standing Committee and the CFS Authorities.

CORPORATE IMAGE AND IDENTITY

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

- Brand Strategy initiated and completed;
- Developed key messages, image statements (e.g. mission, vision), and a streamlined logo;
- Print materials (banners, business cards and letterhead) have been developed with the brand messages and images in mind;
- Poster and pamphlet developed and ready for distribution;
- “Refreshed website design was developed and implemented; website content updated throughout the year; DR Members Only and secured site developed, launched and updated; and
- DR website page developed and ready for distribution.

ARTICLE ON MORNINGSTAR



It's a typical first day of High School with the mad rush of students lining up to get registered, acquiring schedules, figuring out locker combinations and getting to know their teachers all over again. Here at R. B. Russell Vocational High School it is no

different...aside from one small exception. Two of the staff are, for the first time in a long time, also experiencing their first day of school. Meet Derek Stewner and Sherry Gott, who are here to provide another layer of support to students. They are known as Skaabes (helpers) and have been brought on by the school to work with students, staff and community agencies with the goal of promoting health, wellness and successful graduation for R.B. Russell students. This innovative approach was given the name "Morningstar," and according to Elder Shirley Cook, it was given with a community concept in mind: "Let us put our minds together and see what life we can make for our children!"

"The school and the division's goal is retention, because retention leads to increased graduation rates. So anything Sherry and I can do in the role of Skaabe that keeps the students connected to school should hopefully increase their odds of graduating. The longer we keep them connected with that sense of belonging and improving self-esteem, the longer we keep them in school," says Skaabe Derek Stewner.

Derek and Sherry were hired because of their social work backgrounds. "We are employed through the Southern First Nations Network of Care and seconded to R.B. Russell Vocational High School in the Winnipeg School Division. We are working under the direction and guidance of the principal Bev Wall," says Skaabe Sherry.

First introductions to the student body and staff took place at the beginning of June 2014, towards the end of the school year. Participation in activities and graduation ceremonies provided the opportunity to slowly meet students and help staff understand the nature of this newly created role.

Unlike most school division staff, Sherry and Derek worked and remained available to the students during the summer break. Much time also was spent in the community meeting, with the Morningstar partners including the Winnipeg Police Service, Government of Manitoba Health Services, Manitoba Housing, community-based resource centers and other educational facilities.

“We toured seven partnering agencies in the community and toured community-based services and resources on our own. We attended the summer school program facilitated by Community Education Development Association (CEDA), Pathways to Education, held at Children of the Earth School. In the month of July we attended the school’s breakfast program which helped to build a base relationship with half a dozen R.B. students who are coming back to school this year,” says Sherry.

“One of the students that I spent a lot of time with this summer was Donald. We attended his first sundance, first sweat lodge ceremony and we went to the North Centennial Recreation Centre on a regular basis to work out in the fitness center and shoot hoops in the gym. He is a man of a few words, but the feedback that we did get was that he enjoyed getting out and working out. Helping Donald find his voice is imperative to helping him build self-esteem and ensure his needs are met. Often times the quietest ones in school go unnoticed and we want to ensure all students feel validated and understood. In speaking with his mother a couple of times over the summer she was very appreciative of the school having a support worker that took him out in to the community. Her fear was that although he doesn’t get into trouble he would have just sat in the basement and played video games all summer. We got him in the gym working out and running, and also into the community learning about his culture. He doesn’t have much familiarity with his culture at all, but he was very interested in learning,” says Derek.

Sherry has been working with three students that are affiliated with CFS. “I’ve contacted the worker and got some background information and what she’s been doing with the family. So I helped her get re-entered in school. I don’t get involved with mandated services. Of course, if I see something I have a duty to report it. But I don’t always keep my CFS hat on,” says Sherry.

Having CFS backgrounds helps Sherry and Derek navigate a system that is, more often than not, very confusing and overwhelming for students.

“Currently, I work with one student who has a family file open; another one who is going through the court; and another one who is attached to adult services. My role with those three students is to support and navigate systems. If they are involved with the court systems, I help them understand why that’s happening to them,” says Sherry.

From the first day of school the two Skaabe have been extremely busy making connections and sourcing out supports. Based on just three months of work they are confident it will make a big difference at the end of year assembly.

“I’ve had to get involved with one of the families to assist the mother in ensuring the student comes back to school. This morning I picked up the mother and the student and she assisted her in getting to school. There was a fear of bullying. This student didn’t come to school all last year. This year she came back,” says Sherry.

“It’s everyone working together; it’s that village mentality. I’ve seen improved student success when their family members are in the school with them. Whether it’s a reading group, having lunch together, dropping off or picking up, it’s also imperative family members feel welcomed and valued at the school. It’s that sense of added belonging and support that kids need,” says Derek.

Both Derek and Sherry know that the fruit of the efforts will come at the end of the school year when all the students gather. They also are confident that by providing supports in navigating systems, breaking down barriers and just walking with students will go a long way in keeping them in school and on the road to graduation.

ADMINISTRATION

The SFNNC's annual mini-operational planning work session was held in September 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. The annual work plan is a product of this work session.

The SFNNC continues to utilize an internal database which was initially implemented in 2008/09. This database assists 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 1

Communication Method	2010/11		2011/12		2012/13		2013/14	
	Total	Monthly Average	Total	Monthly Average	Total	Monthly Average	Total	Monthly Average
Phone calls	20,424	1,702	19,373	1,614	18,409	1535	17,764	1480
Faxes	2,514	210	2,608	217	2364	197	2764	230
Correspondence	2,531	211	2,144	179	1922	160	2202	184

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



INFORMATION TECHNOLOGY

The SFNNC Information Technology (IT) Unit maintains and supports the computer systems for SFNNC and its mandated Agencies. The SFNNC IT Unit responds to requests from Agencies for desktop support, and makes recommendations on the needs of Agencies for new equipment.

The SFNNC continues to be involved in discussions with the Province and with Aboriginal Affairs and Northern Development Canada (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. With a commitment of funds of \$1 million from AANDC for 2010/11, 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 SFNNC. It will impact about 950 staff and include service files for about 7,700+ cases. There are 60 sites involved – 40 on-reserve and 20 off-reserve. ANCR will be completed at a later date.
- As of March 31, 2014, Virtual Local Area Network (VLAN) connections were established in 46 sites, on and off-reserve. It is expected that all sites will have the VLAN completed by October 2015. Implementation of the VLAN will provide agencies with direct access to CFSIS and it will give them the capacity for internet phones and video conferencing.
- As of March 31, 2014, VOIP (internet) phones are being set up in 18 sites. It is expected that all remaining sites will have VOIP phones in by March 31, 2016. Agencies will be able to phone any site within SFNNC network – within their own Agency as well as within any other SFNNC Agency, including SFNNC – by simply pressing an extension number. This will provide Agencies with significant savings in long-distance phone costs.
- As of March 31, 2014, SFNNC and DOCFS (Head Office) were switched over to a virtual server environment. The remaining agencies are scheduled to be switched over to the virtual environment by March 31, 2015. 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 will begin in 2013/14, both at agency sites and through the Education and Training Unit.

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 a First Nations work force;
- Coordination of the SFNNC and mandated 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; and
- Supporting the ongoing development of Elder and Spiritual Caregiver services.

Developing and supporting HR capacity for the SFNNC and its Agencies includes improving the HR practices in the areas of Employee Relations; Compensation and Benefits; Health and Safety; Training and Professional development; and Human Resource Policies and Procedures.

In 2013/14, key activities for the HR Unit included:

- Monthly meetings with Human Resource Managers/Directors;
- Coaching Agency Executive Directors (EDs) and HR staff on HR 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; and
- Responding to requests for information.

REORGANIZATION

It was a difficult year for the SFNNC, as some of the staffing resources had to be reorganized in order to be fiscally responsible. As a result, a number of layoffs occurred. The SFNNC tried to minimize the impact on each staff member by dealing with staff members with the upmost respect and dignity.

BUILDING AN ABORIGINAL WORK FORCE

Building an Aboriginal workforce is an objective for SFNNC and its mandated Agencies. As of March 31, 2014, the Aboriginal status of staff was as follows:

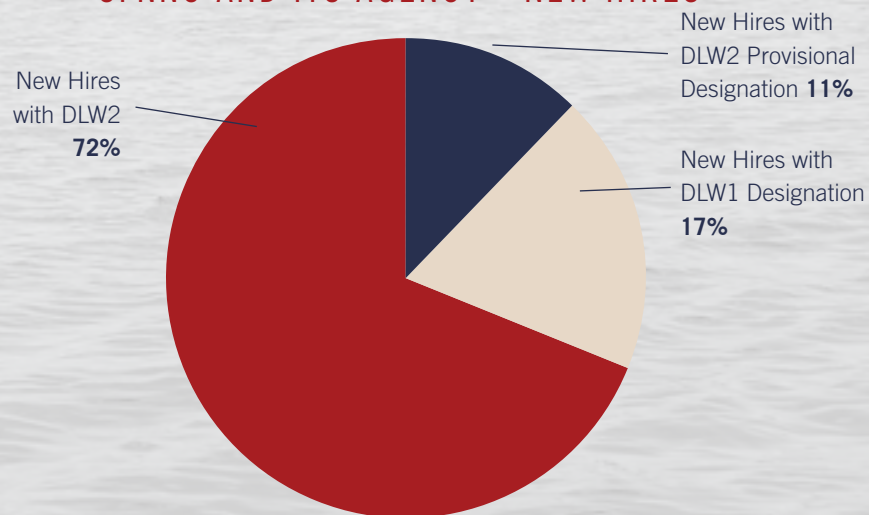
WORKFORCE	SOUTHERN NETWORK	AGENCIES	ANCR
Aboriginal Status	74%	80%	35%
Non-Aboriginal Status	26%	20%	65%

HUMAN RESOURCE STATISTICS FOR THE SFNNC AND ITS MANDATED AGENCIES

The following information outlines the human resource statistics for the SFNNC and its mandated agencies (excluding ANCR) in 2013/14:

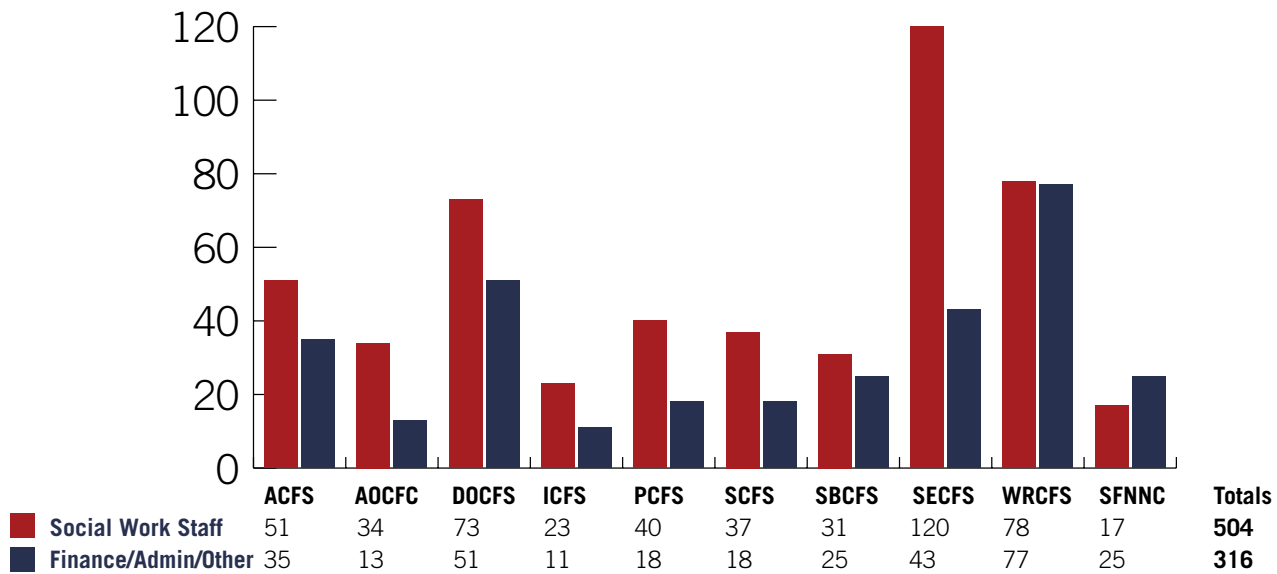
- 56% have a social work degree (BSW/MSW), are enrolled in a social work degree program or have completed another related post-secondary degree. In calculating this percentage, a total staff count was used which includes finance and administrative staff who are not required to have those credentials.
- Of the 83 new hires at the agencies, 72% (60 staff) have met the requirements of the Designated Level Worker 2 (DLW2) and 17% (14 staff) were given a DLW1 designation. 11% (9 staff) were given DLW2 provisional designation.

SFNNC AND ITS AGENCY - NEW HIRES



In 2013/14 there was a total of 820 staff at the SFNNC and the nine agencies. The following table shows the number of social work staff (504) and the number of finance, administrative and other staff (316) at each Agency and the SFNNC.

SFNNC AND ITS AGENCIES - STAFF TYPE



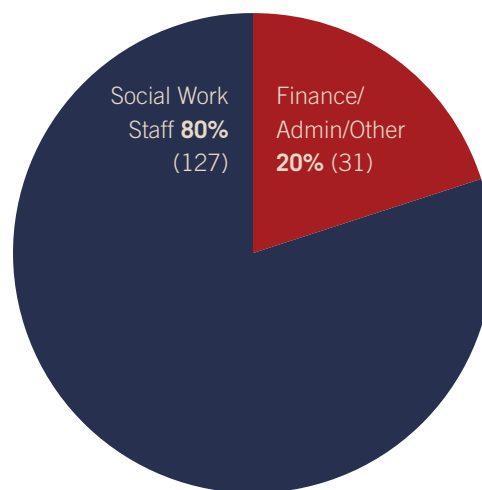
HUMAN RESOURCE STATISTICS FOR ANCR

The following graphs show the human resource statistics for ANCR for 2013/14. As of March 31 2014, 80% (127) of ANCR staff were in social work positions and 20% (31 staff) were in finance, administration and other types of positions.

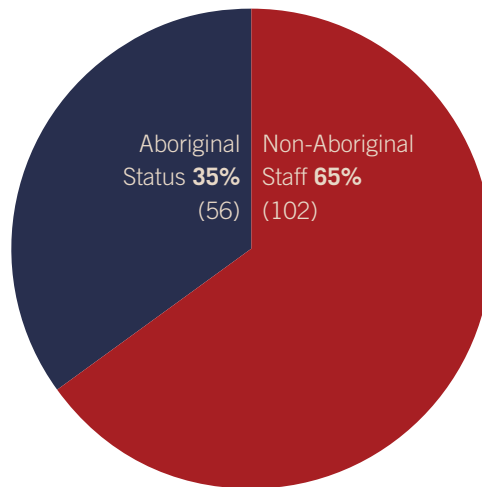
At ANCR, of the 127 social work staff, 89% or 113 have a social work degree, are enrolled in a social work degree program or have a related post-secondary degree.

With regards to Aboriginal status, the ANCR workforce is comprised of 35% (56) staff who identified themselves as Aboriginal and 65% (102) Non-Aboriginal.

ANCR STAFF TYPE



ANCR - STATUS OF STAFF



PUBLIC INTEREST DISCLOSURE ACT (PIDA) – *WHISTLEBLOWER PROTECTION*

The SFNNC received no complaints under this legislation in 2013/14.

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. FIPPA 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:
<http://www.ombudsman.mb.ca/fippa-faq.htm>

In 2013/14, approximately 22 FIPPA requests were received at the Authority of which 11 were Authority-specific; one was all Agency-specific, four were Authority and Agency-specific and six were individual Agency-specific.

A further breakdown of the individual Agency-specific requests was as follows: five ANCR and one AOCFS.

Of the 22 requests received, 21 were completed and one remained incomplete.

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. PHIA 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.

In 2013/14, there were no PHIA complaints lodged with the Office of the Ombudsman.

Additional and extensive information can be located at the link below:<http://www.ombudsman.mb.ca>



FIPPA/ PHIA COORDINATOR

The role and responsibility of the *FIPPA/PHIA* Coordinator is to act as liaison between SFNNC and its mandated Agencies. All *FIPPA* requests and *PHIA* complaints are directed to the *FIPPA/PHIA* 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.

AGENCY BOARD DEVELOPMENT

Training Agency boards is one of the key SFNNC board development activities. In 2013/14, Board of Directors training for SECFS, which is currently under an Order of Administration, was completed. It is expected that the Order of Administration will be lifted for SECFS and ACFS in 2014/15.

SPIRITUAL CAREGIVER

The Spiritual Caregiver provides spiritual and cultural care, which consists of providing ceremonies, teachings, guidance, songs, offerings, prayers, sharing of the language, smudging and support to staff when necessary.

ELDERS COUNCIL

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

SWEAT LODGE

The Spiritual Caregiver has provided sweats for staff once a month. The sweat lodge will be the caregiver's responsibility in maintaining a site and providing cultural services and programming for SFNNC and its mandated Agencies.

CULTURAL CAMP

The Spiritual Caregiver along with the Cultural Committee was tasked with planning the camp for 2014. The camp took place on August 6 and 7th in Fisher River at the community's Pow Wow. This family focused camp provided a culturally enriched day for the SFNNC staff and family.

MEDICINE PICKING

The Spiritual Caregiver plans opportunities for individuals to join when 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 common medicines picked are sage, cedar, wikes and sweetgrass.

SEASONAL FEASTS

The Spiritual Caregiver hosts four seasonal feasts where staff come together to honour the four seasons. Staff participated in a pipe ceremony and teachings on the significance of solstice and equinox feasts and bring traditional foods that are reflective of First Nations culture. These foods are reflective of Mother Earth, the four legged, the winged, plants, medicines, water and minerals. Each solstice and equinox staff honour and appreciate Mother Earth and all the beautiful gifts that she provides.

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

- Explored the development of cultural 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 songs, prayer and smudge; and
- Provided spiritual/cultural guidance, advice and knowledge as requested by various committees.

EDUCATION & TRAINING

The Education and Training Unit recognizes that education and training opportunities are required to build capacity and support to Agency staff and foster parents to enhance the services provided to children, youth and families. In this area, the Education and Training Unit collaborates with other professionals in the areas of training priorities, programs and policies.

In partnership with the other members of the Joint Training Team (Métis, Northern and General Authorities) SFNNC has collaborated with the Addictions Foundations of Manitoba, Correction Service of Canada, New Directions, Winnipeg Police Service, University of Manitoba, Manitoba Family Services and the Life Saving Society in training initiatives to ensure consistent training opportunities are offered and objectives are met.

In June 2014, the seventh annual Child Abuse Committee Conference (CAC) was co-hosted by the four Authorities and Manitoba Family Services.

The Building Bridges Conference was held in October 2013 and there are discussions for another conference in the near future.

The Certificate in Interdisciplinary Studies in Child and Family Services Entry Level Program and Family Enhancement Program through the University of Manitoba's Aboriginal Focus Programs - Extended Education came to a close graduating 16 individuals attending from ACFS, ICFS, SECFS and SBCFS.

Education and Training will continue its efforts with secondary educational institutions to establish certificate, diploma and degree programs in support of a quality workforce and to ensure delivery of services to and for our First Nations children and families.

The 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 the Training Manager.

A total of 1,073, participants attended training offered in 2013/14. Participants included Agency and Authority staff, foster parents and other community service providers. The details of these sessions are provided in the following table:

WORKSHOPS AND TRAINING PROGRAMS OFFERED IN 2013/14		
TRAINING	NUMBER OF SESSIONS	NUMBER OF PARTICIPANTS
Agency Support Work Sessions (IM/CFSIS & SDM)	11	82
Applied Suicide Intervention Skills Training (ASIST)	2	38
Attachment & Relationship Building	1	8
Attachment Sensitive Care-Giving for Foster Parents	1	22
Building Bridges Conference CFS & Corrections	1	14
CFS Foundational Standards	1	21
Child Abuse Conference	1	29

WORKSHOPS AND TRAINING PROGRAMS OFFERED IN 2013/14

Court Worker Training	2	32
Domestic Violence & Attachment	1	12
FASD Basics	1	30
First Aid/CPR	2	38
First Nation Grief and Loss	2	16
Foster Home Assessment	1	20
Gang Awareness	1	28
Ice Safety	1	10
Intake Cleanup	1	12
Intake Module	4	47
Interdisciplinary Certificate Program	15	16
International Indigenous Social Work Conference	1	7
Investigating Child Abuse	1	15
Making Sense of Trauma	10	79
Microsoft Word – Level 1	1	5
Moccasin Making	1	10
Non-Violent Crisis Intervention	1	24
Policy Governance Board Training	1	12
Roles and Responsibilities of IM/CFSIS	1	5
SafeTALK	2	19
Structured Decision Making (SDM)	5	92
SDM Safety Assessment	4	86
SDM Safety Assessment Train the Trainer	2	47
Sexual Exploitation Standards	1	7
Shortel Phone Training	4	60
Straight Talk	2	21
Street Gangs and Drugs	2	22
Tattered Teddies	2	28
The Impact of Domestic Violence on Children	5	28
Traditional Skirt Making	1	4
Water Safety	1	14
Youth in Care Transitioning into Independent Living – Train the Trainer	1	13
TOTAL PARTICIPANTS		1,073



TRAINING PARTICIPANT AGENCY BREAKDOWN IN 2013/14

AGENCY	TOTAL NUMBER OF PARTICIPANTS	FOSTER PARENTS	AGENCY STAFF
Animikii Ozoson CFS	63	27	36
Anishinaabe CFS	128	55	73
ANCR	75	N/A	75
Dakota Ojibway CFS	56	12	44
Intertribal CFS	37	1	36
Peguis CFS	34	12	22
Sagkeeng CFS	42	15	27
Sandy Bay CFS	100	2	98
Southeast CFS	295	90	205
West Region CFS	181	14	167
Southern Network	49	N/A	49
Other	13	N/A	13
TOTALS	1073	228	845

CHILD PROTECTION BRANCH CFSA TRAINING STATS IN 2013/14

AGENCY	1-DAY INTAKE MODULE	3-DAY IM/ CFSIS	4-DAY IM/ CFSIS	2-DAY FOSTER CARE	3-DAY FOSTER CARE	1-DAY CFSA SUPERVISOR	2-DAY CFSA SUPERVISOR	TOTALS
Animikii Ozoson CFS	4	5	-	1	3	2	-	15
Anishinaabe CFS	4	10	-	2	1	2	-	19
ANCR	2	14	3	-	-	-	1	20
Dakota Ojibway CFS	3	14	2	1	1	2	8	31
Intertribal CFS	3	8	1	-	-	2	3	17
Peguis CFS	-	3	7	-	1	4	-	15
Sagkeeng CFS	-	2	1	2	-	1	6	12
Sandy Bay CFS	10	1	5	-	-	1	5	22
Southeast CFS	5	30	5	3	-	3	5	51
West Region CFS	6	18	-	-	-	1	14	39
Southern Network \	-	3	-	-	-	2	-	5
TOTALS	37	108	24	9	6	20	42	246

CFSA training stats reported by the Child Protection Branch

SERVICE SUPPORT

DUTIES AND RESPONSIBILITY UNDER LEGISLATION

The 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 2013/14.

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 2013/14, the SFNNC received a total of 20 Change of Authority requests. Eight were approved, seven were denied, and five were cancelled in 2013/14. Four change of authority requests were from SFNNC to another Authority, while 16 requests were from another Authority to SFNNC.

There were 69 requests for information and/or follow up on the ADP. These requests originated from Agencies, families and collaterals. Examples of the types of requests include:

- Information about the services provided by 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 2013/14.

INTAKE

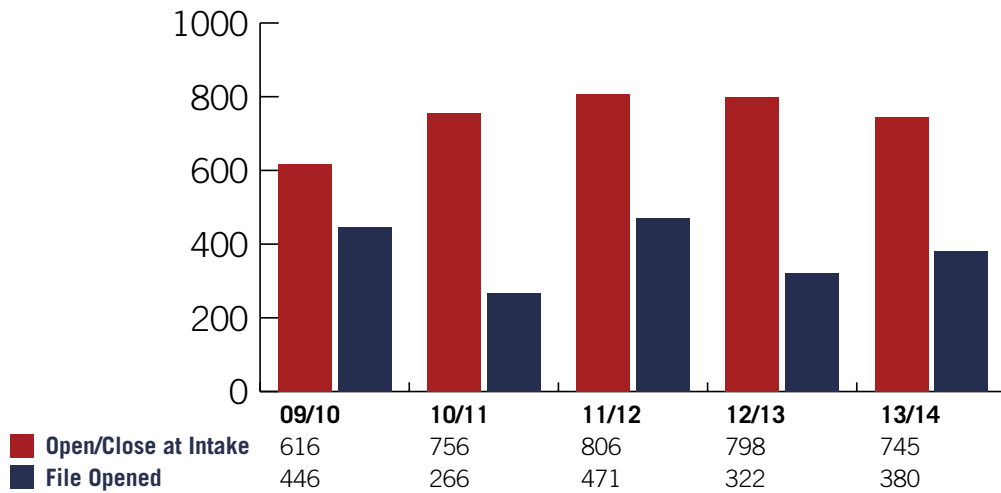
All requests for service (e.g., information, case consults and complaints) from all sources go to the Intake Coordinators (ICs) who serve as a direct resource and liaison for mandated Agencies and collaterals. The ICs screen all intakes, complete the initial documentation and forward the files for further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

A total of 1,125 intakes (an average of 93 per month) were received in 2013/14. Of these, 745 (66%) were opened and closed at intake (generally within a five-day period) and 380 (34%) were assigned for further follow-up.

The following graphs show the total number of Intakes for 2013/14, source of intakes, type of contact, Agency subject of intake and the nature of intake and provide a comparison to previous years.

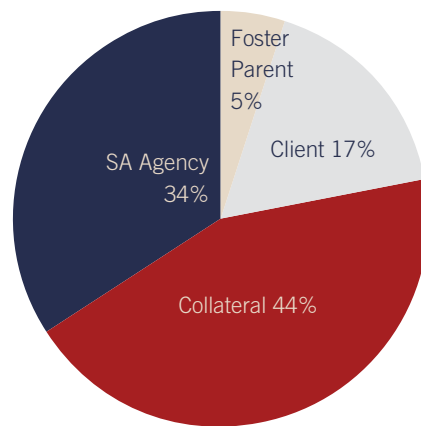


INTAKE DISPOSITION



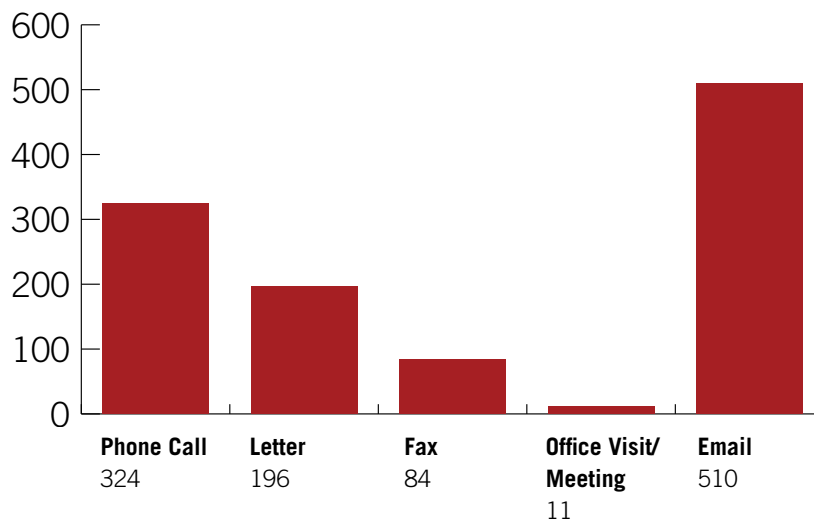
The source of intakes included 383 (34%) originating from southern First Nation CFS agencies compared to 389 (35%) in 2012/13. 191 (17%) originated from clients, 495 (44%) from collaterals and 56 (5%) from foster parents.

SOURCE OF INTAKE



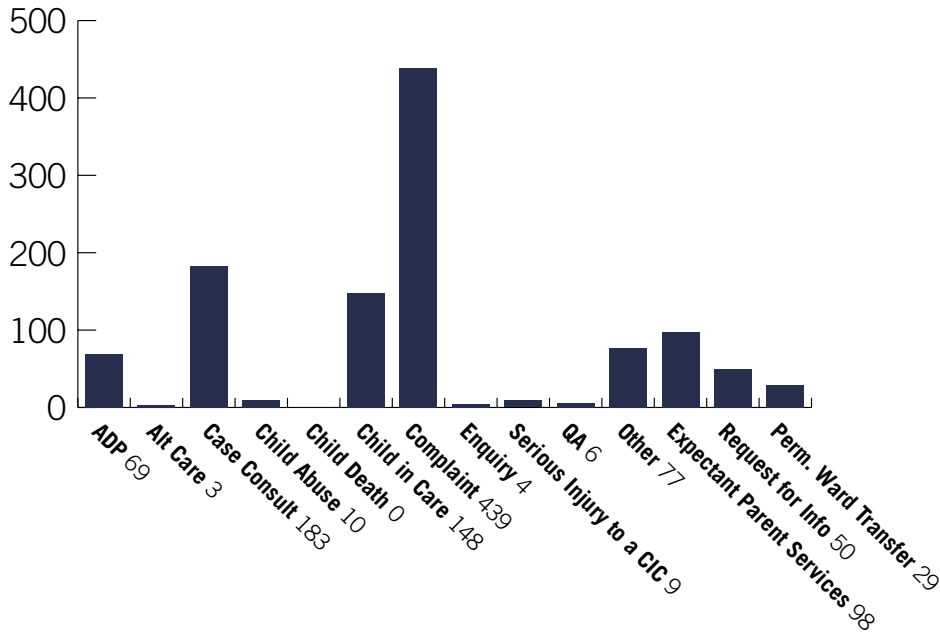
The method of intake contact included 324 phone calls, 196 letters, 84 faxes, 11 office visits/meetings, and 510 emails.

METHOD OF INTAKE CONTACT



The nature of the intakes included enquiries and requests for information, complaints and case consultations. The nature of the intakes for 2013/14 were as follows:

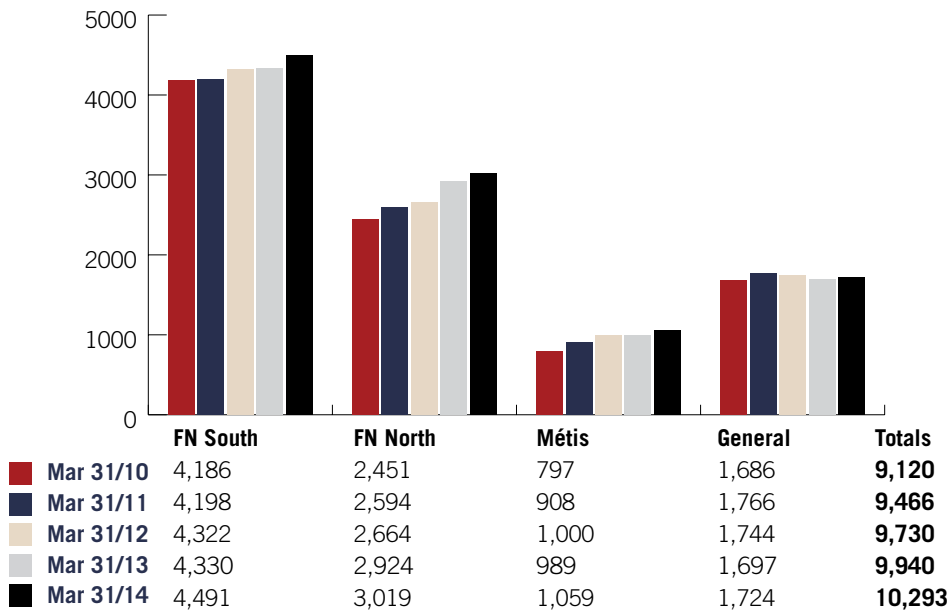
NATURE OF THE INTAKE



CHILDREN AND YOUTH IN CARE

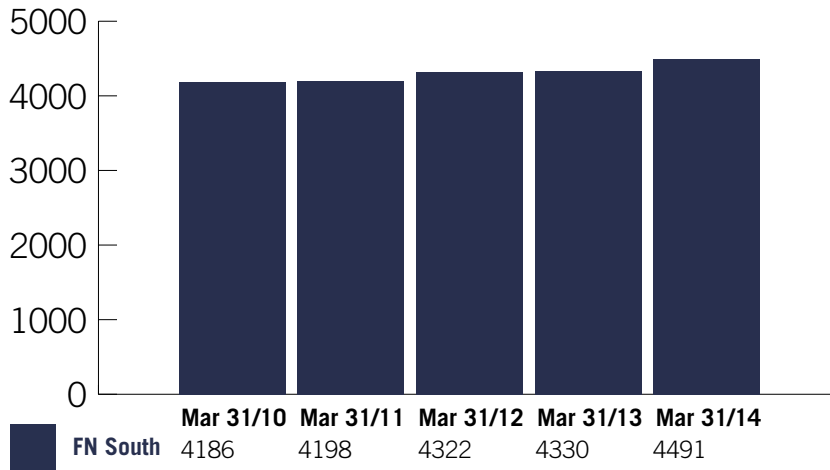
As of March 31, 2014, there was 10,293 children in care in Manitoba, 44% were from SFNNC Mandated Agencies. The following table illustrates the children in care by Authority:

CHILDREN / YOUTH IN CARE PROVINCE-WIDE



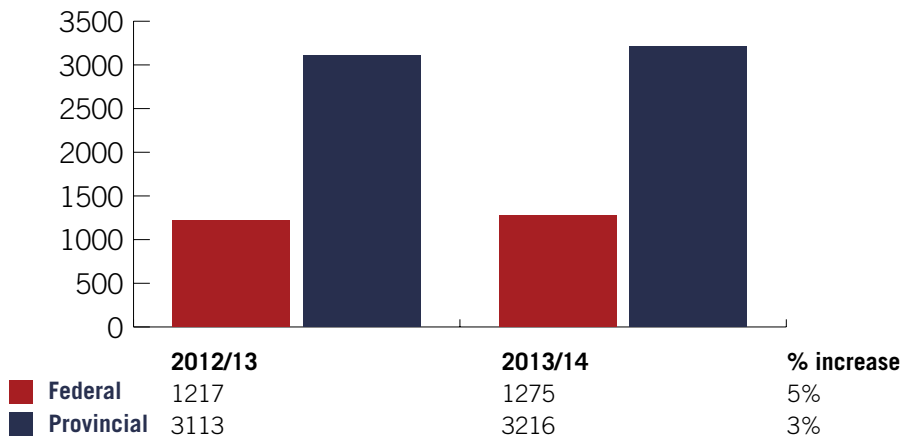
As of March 31, 2014, there were 4,491 children in care of the SFNNC mandated Agencies. The following chart compares the number of children in care with the SFNNC mandated Agencies in 2013/14 with that of previous years. This includes both federal and provincial funded cases¹.

CHILDREN / YOUTH IN CARE WITH SFNNC MANDATED AGENCIES



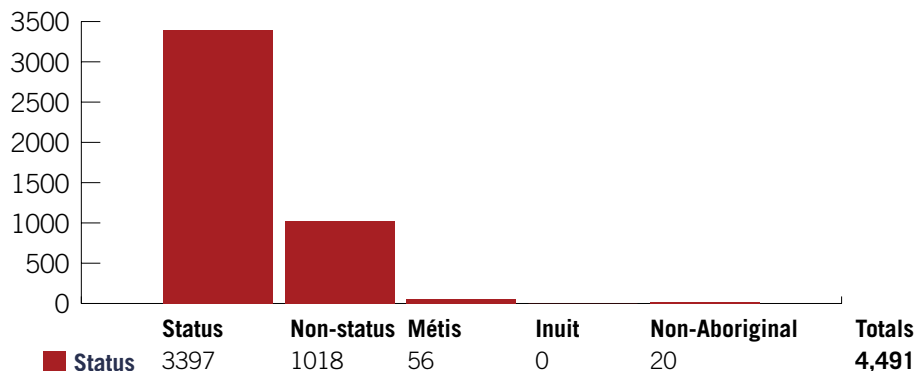
Of the 4,491 children in care with the SFNNC CFS mandated Agencies at the end of March 31, 2014, 3,216 (72%) were provincially funded, 1,275 (28%) were federally funded.

CHILDREN / YOUTH IN CARE BY FUNDER: YEAR TO YEAR COMPARISON



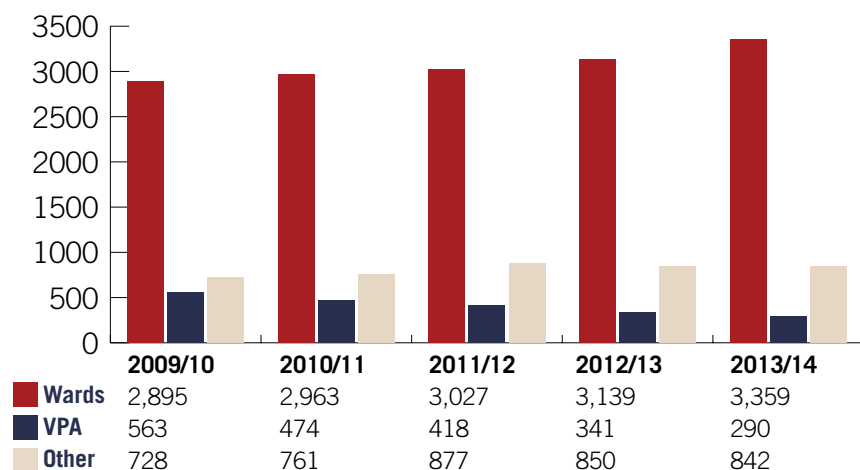
Of the children in care with SFNNC mandated Agencies, 3,397 had status, 1,018 were non-status, 56 were Métis, none were Inuit and 20 children were non-Aboriginal.

ABORIGINAL STATUS OF CHILDREN / YOUTH IN CARE WITH SFNNC MANDATED AGENCIES



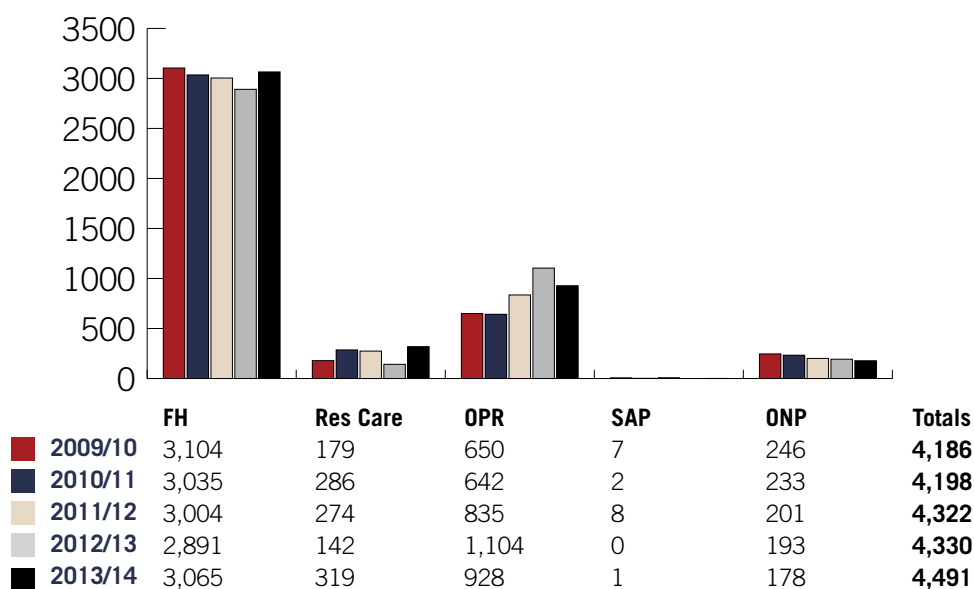
Of the 4,491 children in care at March 31, 2014, 3,359 (75%) were wards (permanent wards, temporary wards and voluntary surrender of guardianship), 290 (6%) were in care through a voluntary placement agreement (VPA), and 842 (19%) were under apprehension.

LEGAL STATUS OF CHILDREN / YOUTH IN CARE WITH SFNNC MANDATED AGENCIES: 5-YEAR COMPARISON



As of March 31, 2014, 3065 (68%) of the children in care were placed in foster homes. The following table shows the comparison of placement type for children in care in 2013/14 with previous years².

CHILDREN / YOUTH IN CARE BY PLACEMENT TYPE: 5-YEAR COMPARISON



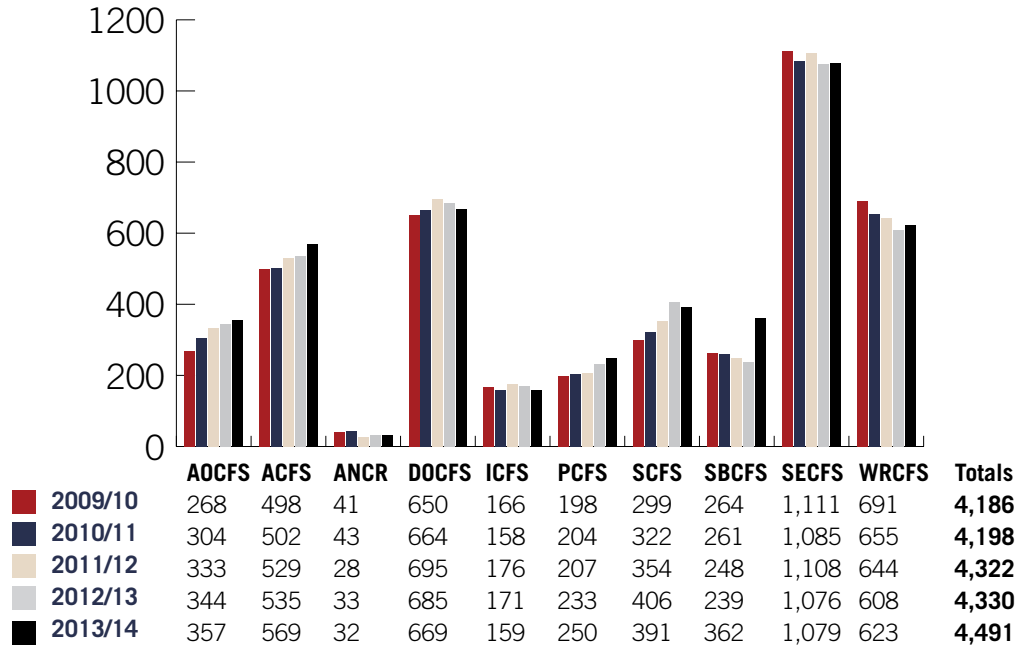
Note: **FH:** **Foster Home** (includes foster homes; specialized foster homes)
RC: **Residential Care** (includes group homes; treatment centers; group care arrangements)
OPR: **Other Paid Resource** (e.g., places of safety; independent living; out of province placements)
SAP: **Selected Adoption Placement**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

² In 2013/14, youth on Extensions of Care are not included in these figures.

³ 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.

The number of children in care as of March 31, 2014 , along with a comparison with previous years, by Agency, is provided in the following chart:

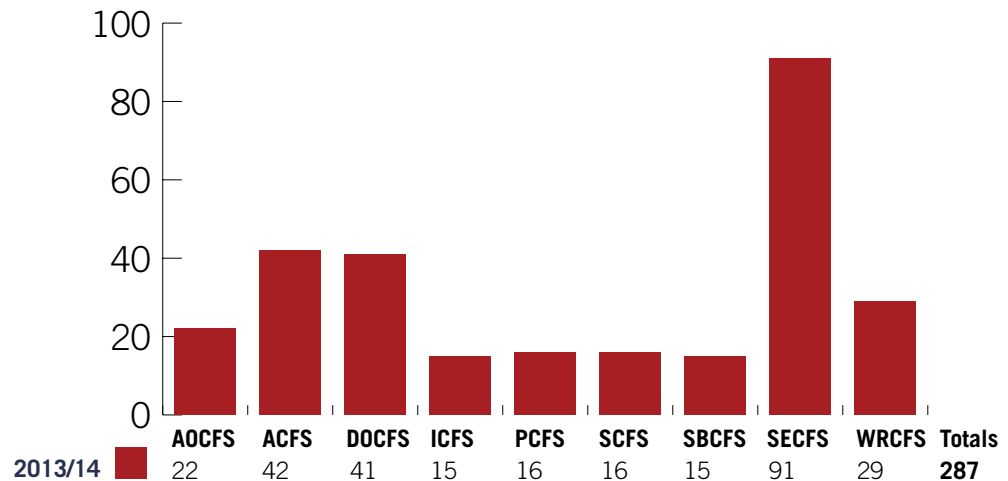
CHILDREN / YOUTH IN CARE OF SFNNC MANDATED AGENCIES: 5-YEAR COMPARISON



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 2013/14, SFNNC reviewed and approved extensions of care for 287 youth. By agency, these requests were distributed as follows:

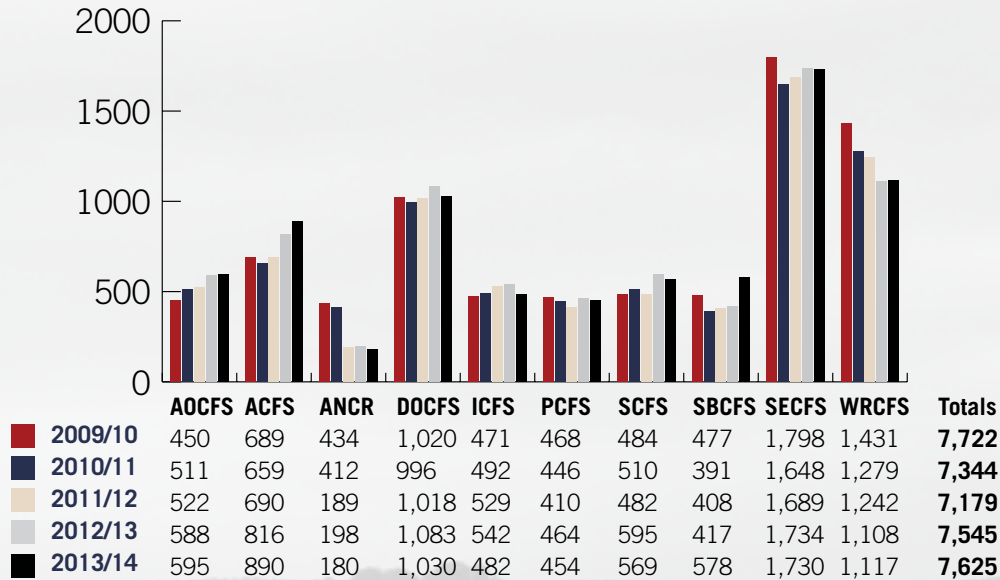
EXTENSIONS OF CARE BY SFNNC MANDATED AGENCY 2013/14



CASE MANAGEMENT

As of March 31, 2014, SFNNC and its mandated Agencies and ANCR had a total case count (children in care and family service cases⁴) of 7,625, compared to 7,545 cases at the end of March 2013. This number includes both the federally and provincially funded cases. The following chart shows a 5-year comparison:

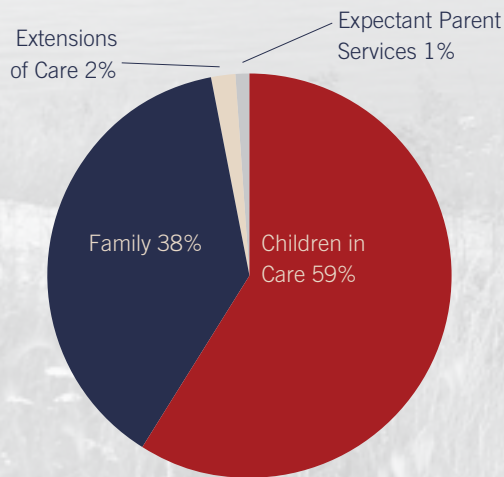
TOTAL CASELOAD BY SFNNC MANDATED AGENCY: 5-YEAR COMPARISON



Of the total cases as of March 31, 2014, 4,499 (59%) were children in care, 2,898 (38%) were family cases, 76 (1%) were cases of Expectant Adolescent Parents (EPS) receiving services and 152 (2%) were youth on extensions of care.

TOTAL CASES BY TYPE

(as of March 31, 2014)

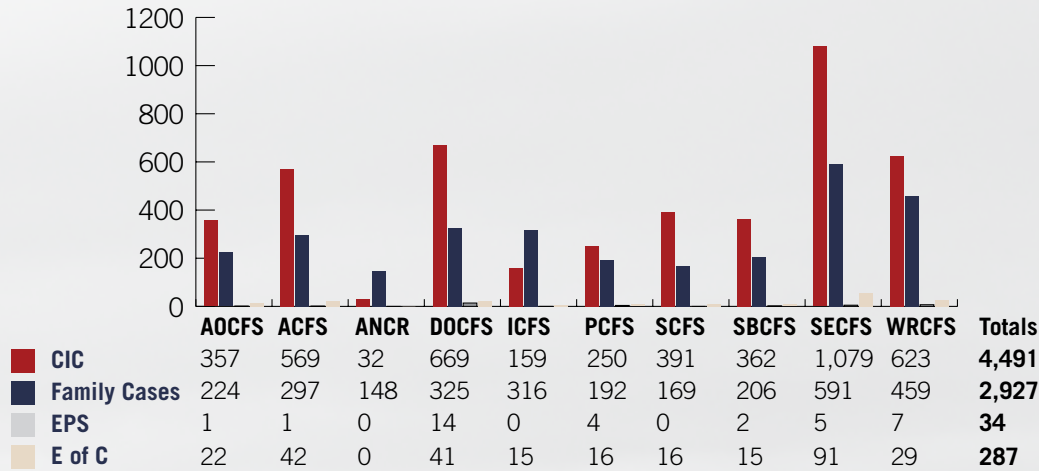


⁴ Family Service Cases include Voluntary Family Services, Minor Expectant Adolescent Parents and Protection Family Cases / Protection Services to Children in their own home.

By Agency, cases were distributed as follows:

CASELOAD BY SFNNC MANDATED AGENCY AND TYPE

(as of March 31, 2014)



NON-IDENTIFYING REPORTING OF ALLEGED ABUSE

SFNNC mandated Agencies investigated 572 reports of suspected abuse in 2013/14.

Type of Trauma

The type of trauma alleged was identified as: physical abuse (299); sexual abuse (258); emotional abuse (12); and data was missing in three of the cases.

Legal Status of Child/Youth at Time of Alleged Abuse

Of the 572 children alleged to have been abused, 305 (53%) were not in the care of an Agency at the time of the alleged abuse, while 267 (47%) were in care.

Substantiated Investigations

Of the 572 abuse investigations initiated in 2013/14, 59 cases were substantiated. In 29 of the substantiated investigations, the type of trauma was sexual abuse, while in 29 investigations the type of trauma was physical abuse. There was one investigation where the type of trauma was emotional abuse.

Of the 59 substantiated investigations, 19 of the child victims were in an Agency's care at the time of the abuse. 40 of the children were not in care at the time of the abuse.

Inconclusive Investigations

Of the 572 abuse investigations initiated in 2013/14, 71 were found to be inconclusive. In 36 of the inconclusive investigations, the type of trauma was sexual abuse, while in 30 of the investigations the type trauma was physical abuse. In five of the inconclusive investigations, the type of trauma was emotional.

Of the 71 inconclusive investigations, 44 of the child victims were in an Agency's care at the time of the abuse, while 27 were not in care at the time of the abuse.

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 2013/14, the SFNNC received one appeal from foster parents on the removal of children from the foster home. Two 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 2013/14.

REQUESTS FOR VARIANCE OF A FOSTER HOME LICENSE

The SFNNC is responsible for requests for variances of a foster home license. In 2013/14, the SFNNC dealt with 11 requests for a variance of a foster home license and two requests for a mixed facility license for children and adults.

INDIVIDUAL RATE ADJUSTMENT PROTOCOL (IRAP)

Beginning on June 1, 2012, the IRAP 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 four authorities.

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

In 2013/14 there were 102 IRAP request in the level I to IV range that were approved. There were 91 IRAP approval for increase to rates over the level IV range and there were 77 initial special rates over the level IV range that were approved by the SFNNC in collaboration with the CPB.

FETAL ALCOHOL SPECTRUM DISORDER SPECIALIST (FASD)/ ADDICTIONS SPECIALIST

Policy and Standards Development and Interpretation

A work plan for the FASD Specialist position was developed utilizing best practice models and service standards to support and facilitate the comprehensive Provincial Coordinated FASD Strategy within Manitoba for supporting children and families dealing with FASD. As such, the five FASD Strategy goals have been incorporated within all approaches, practices, models and trainings, so as to remain consistent with Manitoba's provincial strategy. The work plan was designed to implement the Changes for Children initiative action plan (launched to implement the recommendations stemming from the external reviews of the Child and Family Services system that were released in October 2006). The FASD Specialist also has introduced SFNNC mandated Agency staff with best practice models around the FASD Manual Standards (Volume 1, Chapter 4, Section 9).

The positive outcome was that SFNNC is consistent with policies and standards relating to children in care of a Child and Family Service Agency who have been diagnosed with or suspected of being affected by FASD.

Consultation

The FASD Specialist provides consultation to SFNNC Agencies on complex cases involving children, youth and families/caregivers affected by FASD. Consultations take place with front-line staff, supervisors and management. One-on-one educational consultations regarding strategies for parenting children with FASD



also have been offered to foster parents. The FASD Specialist also has provided debriefing services and sessions to Agency staff and foster parents after difficult events involving children and youth diagnosed with FASD.

In 2013/14 the positive outcomes include:

- Agency work plans and best practice models developed around FASD Manual Standards;
- Development of FASD referral skills in Agency staff (which increases FASD assessment referrals);
- Greater collaboration between schools, foster parents and Agency staff (leading to greater consistency between strategies employed in the school and in the home);
- Greater tendency for Agencies to take the initiative in assisting their families with FASD;
- The FASD Specialist is seen as a person of contact for issues related to youth and FASD, given gaps in services, waiting lists and high needs;
- Coordination of cross-sectorial case plan development (working with Education system, Justice System, Mental Health, etc.);
- Increased collaboration between FASD program staff and Agency staff; and
- Better planned and executed transition planning for children diagnosed with FASD.

Training and Development

The FASD Specialist has developed and facilitated FASD training sessions for Agencies. Formats include half-and full-day training sessions, interactive workshops, conferences, staff meetings and informal and formal presentations. These training sessions include varying topics surrounding FASD. Specialized training as per need and request also has been developed and facilitated. FASD Information Packages and FASD Resources for parents and caregivers, agency workers and support workers have been developed and provided to training participants, as well as foster parents and Agency staff upon request.

In 2013/14 the positive outcomes include:

- Foster parents and/or Agency staff have become better educated with increased knowledge and greater skill sets related to FASD.;
- Enhanced FASD awareness post-training assists in Agency work plans and best practice models developed around FASD Manual Standards;
- Greater awareness and accessibility to community resources, resources and materials developed and offered by FASD Specialist;
- Increased likelihood that Agency staff and foster parents use appropriate methods and strategies and attend available programming;
- Earlier identification and detection of FASD (better outcomes for children and youth impacted by FASD);
- Increased client engagement and increased agency referrals;
- Through training sessions, the FASD Specialist has been given the opportunity to better assess workers' level of education surrounding FASD topics and better meet the training needs that are identified by Agencies; and
- Meeting training goals.

Communication, Networking, Research and Participation

This priority includes but is not limited to ongoing memberships, attendance and representation at province-wide FASD-related networks, committees, partnerships, branches/divisions, programs, services and authorities.

In 2013/14 the positive outcomes include:

- Ongoing collaboration with Healthy Child Manitoba (responsible for implementing FASD Manitoba Strategy);
- Ongoing communication, networking and participation keeps SFNNC involved and informed in the area of FASD;
- Current research, new information learned within committees, meetings, collaborations, etc. is incorporated into training, materials, consultations, etc.;
- Participation in the wider FASD community supports the SFNNC, its mandated Agencies and the FASD community; and
- Ongoing collaboration ensures consistency and availability of services, programs and materials available across the province are offered to SFNNC mandated agencies and communities.

In the months and years to come, the FASD Specialist hopes to begin long-term scope planning for the position, so as to ensure that Agencies are being served by the FASD Specialist in ways that are conducive and beneficial to SFNNC and its mandated Agencies.

TUITION WAIVERS

Beginning in 2012, several educational institutions in Manitoba began to offer tuition waivers to youth who have been in foster care or who are currently in foster care. These tuition waivers are a commitment towards breaking down the barriers for youth in care receiving a post-secondary education. The institutions offering tuition waivers are the University of Winnipeg, Red River College, Brandon University, Winnipeg Technical College, St. Boniface College, Assiniboine Community College and, most recently, the University of Manitoba. There is a partnership in place between these institutions and the four CFS Authorities.

For 2013, there was a total of five new tuition waivers granted to youth in care/formerly in care for the SFNNC mandated agencies. There were three new students accepted into Red River College and two returning students whose previously granted tuition waivers were honored for the second year of their programs. There was one tuition waiver granted for a student at Brandon University and one granted for a student at the University of Winnipeg. There was also one student from a SFNNC agency that was granted Tier 1 funding of the Keith Cooper Scholarship, a scholarship designed to support current or former youth in care pursuing their educational goals.

There are more youth in care seeking a post-secondary education than ever recorded and the statistics above reflect only those who were granted a tuition waiver. There are many current or former youth in care attending post-secondary institutions on their own volition and regardless of financial standing. The programs that are being pursued by these youth vary from Introduction to Trades and Psychiatric Nursing to Health Care Aide.

The annual deadline for the tuition waiver program is May 1. The application for a tuition waiver is separate from the application to the program/institution and it should be directed to the Child in Care Specialist.



VISION KEEPERS (QUALITY ASSURANCE)

AGENCY QA COORDINATORS:

The agency QA Coordinators met with SFNNC Vision Keepers team every two months. Work centred around goals identified in the work plan. Additionally, training in data analysis was undertaken with agencies using their own data to run reports. Reports that were completed with the agency QA coordinators were presented to agency directors. Agency QA coordinators also worked together with SFNNC to provide updates to SIR recommendations and to develop a more efficient child death reporting tool.

Goals for next year include evaluation and planning for new work plan.

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.

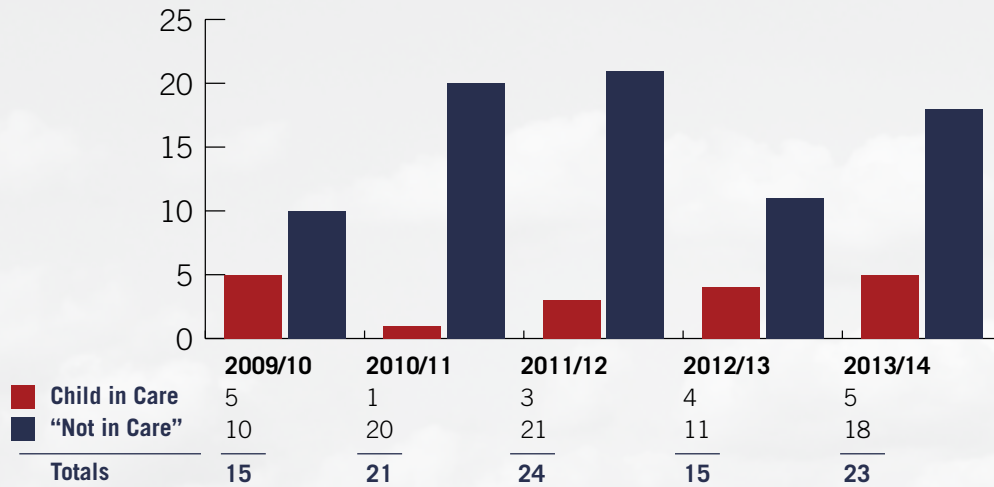
Programs services provided include:

- Advocacy for reunion funding and relocation assistance;
- Pre-reunion counseling;
- Assistance with Treaty reinstatements; and
- Referrals to the First Nations of Northern Manitoba CFS Authority; Manitoba Post Adoption Registry, and AANDC.

SPECIAL INVESTIGATIONS REPORTED BY SFNNC MANDATED AGENCIES

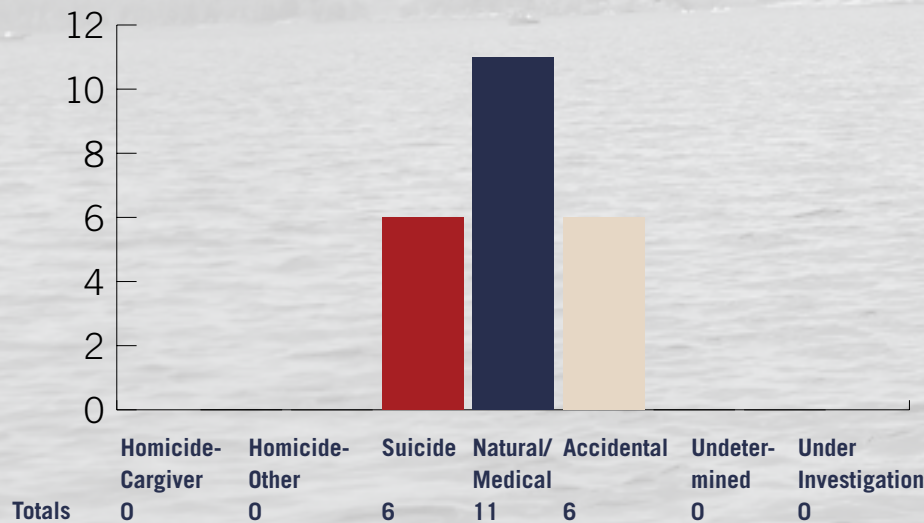
Between April 1/2013 and March 31/2014, the SFNNC received a total of 23 reports regarding the death of a child or youth. Of these, 5 were in care and 18 were connected to a SFNNC agency, but were not in care of a SFNNC agency (excluding ANCR).

SPECIAL INVESTIGATIONS BY AGENCY - FIVE YEAR COMPARISON (EXCLUDING ANCR)



The following table shows the manner of death for all 23 reportable deaths:

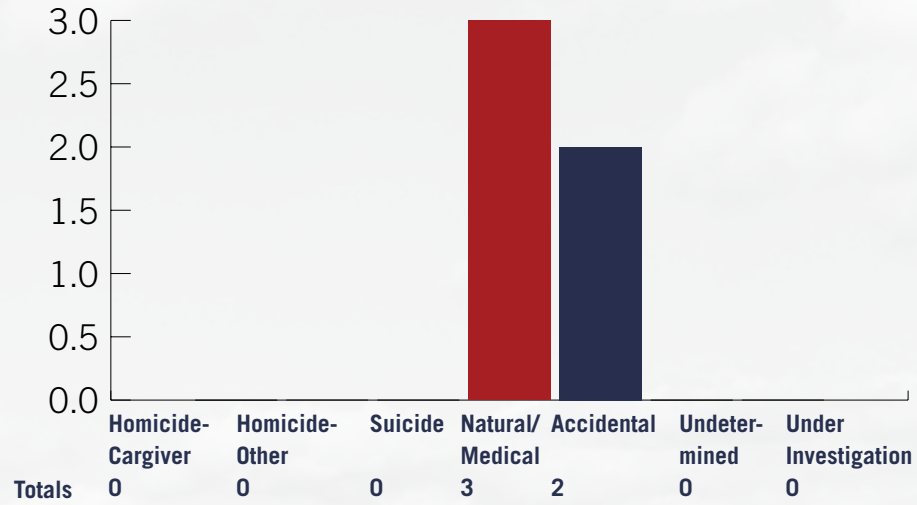
SPECIAL INVESTIGATIONS BY MANNER OF DEATH IN 2013/2014 (EXCLUDES ANCR)



SPECIAL INVESTIGATIONS REPORTED BY ANCR

There were five reportable deaths of children who were in receipt of services from ANCR between April 1/2013 and March 31/2014.

SPECIAL INVESTIGATIONS BY MANNER OF DEATH IN 2013/2014 (ANCR)



SPECIAL INVESTIGATION REPORTS AND RECOMMENDATIONS

After a child death, where the child has died while in care, or had been receiving CFS services within a year, the Agency completes required reporting to the SFNNC. The Office of the Children’s Advocate (OCA) begins the process of conducting a Special Investigation Report (SIR) or Review. When the draft SIR is completed, the OCA meets with the Agency and Authority to review and discuss any proposed recommendations. Upon release of the SIR, a work plan is completed by the agency and implementation is monitored by the SFNNC. SFNNC is required to report recommendation completion to the Ombudsman as recommendations are completed as well, a summary report on all recommendations is sent to the Ombudsman annually.

In 2013, the SFNNC sent a summary to the Ombudsman that provided reporting information on 81 recommendations from SIR’s received by the SFNNC. 39 of the recommendations were carried over from the previous year and 42 recommendations were new. The following table lists the status of the 81 Recommendations that were reported on.

Figure 3

RECOMMENDATION STATUS		
	2012	2013
Complete	31	31
Complete-Alt. Solution	4	0
In Progress	39	28
Pending	0	6
Rejected	0	0
Other	0	16
Total	74	81

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 alternate 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).

Other: The recommendation has been referred to an entity outside of SFNNC.

FINANCE

In 2013/14 the key activities included:

- Preparation and monitoring of the annual budget, monthly financial statements, General Ledger, Accounts Payable/Receivable and working with the external 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 its mandated agencies;
- Allocation of provincial funds to the Agencies and monitoring expenditures and financial reports;
- Meeting with Agency finance staff on a regular basis;
- Attendance at Agency Relations meetings to review financial matters with Executive Directors and Finance staff;
- Continued participation in the Joint Business Plan Review Committee (Manitoba Family Services and AANDC); and
- Working with Agencies to implement the new funding model, including the preparation and monitoring of the Strategic Service Plans (Business Plans).

AUDITED FINANCIAL RESULTS

While the 2013/14 audit resulted in a “clean” unqualified opinion it did include an Emphasis of Matter. This Emphasis of Matter (outlined on Note 2 of the financial statements) is to highlight a material concern regarding the Authority’s working capital deficit and related cash flow deficiency. The SFNNC is working to resolve this matter with the Province of Manitoba through increased revenue, collection of receivables, working capital, financing and/or cost controls.

HIGHLIGHTS FROM FINANCIAL STATEMENTS:

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS:

Revenues (Total)	\$53,262,158	Decrease of 1%
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Minor decrease is related to discontinued programs and reductions to funding.

Authority Expenses	\$ 5,420,695	Decrease of 4%
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Moderate decrease is related a significant write down of prior year receivables to offset leasehold improvements in the 2012/13 fiscal year.

Agency Funding	\$46,145,814	Increase of 2%
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Increase is mainly due to increase in children in care, net of funding reductions.

Program Funding	\$ 2,878,242	Increase of 3%
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Increase is mainly due to increased numbers of children in care.

STATEMENT OF FINANCIAL POSITION

Due to the Province **\$300,000** **Increase 100%**

In March of 2014 the Province of Manitoba advanced the Authority \$300,000 in order to meet short term obligations. The full amount was repaid in June of 2014.

Deferred Revenue **\$324,337** **Decrease of 83%**

Decrease was due to a large amount of discontinued program funding being transferred to the Accounts Payable as a Due to Province of Manitoba. The Authority is in negotiation with the Province of Manitoba to obtain approval to reallocate the funding received to other purposes.

FUTURE ACTIVITIES:

In 2014/15, the Finance Unit will focus on improving the SFNNC financial condition and support the mandated Agencies through partnership and oversight.

Planned activities for 2014/15 include:

- Finalizing a plan with the Province of Manitoba to improve the current financial position and long term financial capacity of SFNNC;
- Internal restructuring of the Finance Unit to facilitate partnership and oversight;
- Develop and implement a comprehensive agency review and support process;
- Develop and implement internal financial policies and procedures;
- Develop and implement standardized financial reporting based on Authority and Agency requirements; and
- Develop and implement a training plan for ACCPAC targeted to specific requirements for SFNNC and its mandated Agencies.

LOOKING AHEAD TO 2014/15

The operational plan for 2014/15 includes the following key areas:

1. Enhancing and improving case management and CFSIS use.
2. Connectivity Project including the expansion of Bandwidth.
3. Service Procedures and Standards Development.
4. Standardization of Foster Home Rates.
5. Scoping of business requirements for CURAM case management system.
6. Finalizing a plan with the Province of Manitoba to improve current financial position and long term financial capacity.
7. Development and implementation of *All My Relations* project.



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

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

II – ACRONYMS LIST

AANDC	Aboriginal Affairs and Northern Development Canada
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
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	<i>Public Interest Disclosure Act</i> (Whistleblower Protection)
PHIA	<i>Personal Health Information Act</i>
PW	Permanent Ward
RC	Residential Care (includes group homes; treatment centres; group care arrangements)
ROPE	Rites of Passage Envisioned
SAP	Selected Adoption Placement
SCO	Southern Chiefs Organization
SDM	Structured Decision Making
SIR	Special Investigation Review
SFNNC	Southern First Nations Network of Care (First Nations of Southern Manitoba Child & Family Services Authority)
SHEAL	Spirit Horse Equine Assisted Learning
TW	Temporary Ward
VK-QA	Vision Keepers - Quality Assurance
VLAN	Virtual Local Area Network
VPA	Voluntary Placement Agreement
VSG	Voluntary Surrender of Guardianship

III – FINANCIAL STATEMENTS

FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY

Financial Statements
For the year ended March 31, 2014

FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY

Financial Statements
For the year ended March 31, 2014

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Independent Auditor's Report

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 statement of financial position as at March 31, 2014 and the statements of operations and changes in net assets and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian 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, 2014 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

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Emphasis of Matter

Without qualifying our opinion, we draw attention to Note 2 in the financial statements which indicates that as at March 31, 2014, the entity's current liabilities exceeded its current assets by \$2,565,448. This condition, along with other matters as set forth in Note 2, indicate the existence of a material uncertainty that may cast significant doubt about the entity's ability to continue as a going concern.

BDO Canada LLP

Chartered Accountants

Winnipeg, Manitoba
October 27, 2014

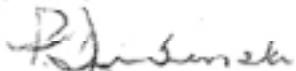
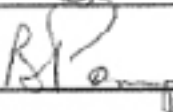
**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND
FAMILY SERVICES AUTHORITY
Statement of Financial Position**

March 31	2014	2013
Assets		
Current Assets		
Cash and cash equivalents	\$ 504,109	\$ 3,059,716
Accounts receivable (Note 3)	2,002,433	3,172,984
Prepaid expenses and deposits	63,581	57,814
	<u>2,570,123</u>	<u>6,290,514</u>
Capital assets (Note 4)	2,417,092	2,973,444
Due from agencies (Note 5)	5,537,990	5,537,990
	<u>\$ 10,525,205</u>	<u>\$ 14,801,948</u>

Liabilities and Fund Balances

Current Liabilities		
Accounts payable and accrued liabilities (Note 6)	\$ 4,511,234	\$ 5,831,678
Due to Province of Manitoba (Note 5)	300,000	-
Deferred revenue (Note 7)	324,337	1,867,320
	<u>5,135,571</u>	<u>7,698,998</u>
Due to Province of Manitoba (Note 5)	5,537,990	5,537,990
	<u>10,673,561</u>	<u>13,236,988</u>
Commitments (Note 10)		
Net Assets		
Operating Fund	(2,679,043)	(1,522,079)
Capital Fund	2,417,092	2,973,444
Repatriation Fund	113,595	113,595
	<u>(148,356)</u>	<u>1,564,960</u>
	<u>\$ 10,525,205</u>	<u>\$ 14,801,948</u>

Approved by:


 _____ Administrator

 _____ CEO

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

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

For the year ended March 31	2014 Budget (Unaudited)	2014 Actual	2013 Actual
Revenue			
Province of Manitoba			
Department of Family Services & Labour (Note 8)	\$ 62,266,900	\$ 63,115,631	\$ 63,406,831
Aboriginal Affairs and Northern Development Canada (AANDC)			
Regional Advisory Committee Meetings	30,000	30,000	30,000
Urban Aboriginal Strategy	-	-	100,000
Other	-	12,347	51,070
Agency IT	-	104,260	-
	<u>62,296,900</u>	<u>63,262,158</u>	<u>63,677,901</u>
Expenses			
Personnel			
Recruitment	-	48,143	18,026
Salaries and benefits	2,732,179	2,738,681	2,413,295
Training and education	24,000	33,366	23,473
Travel	50,000	34,477	37,014
	<u>2,806,179</u>	<u>2,854,667</u>	<u>2,492,608</u>
Office Operations			
Interest and bank charges	4,000	6,404	6,040
Supplies	45,000	42,266	48,002
Telephones	24,000	31,453	20,657
	<u>73,000</u>	<u>80,143</u>	<u>77,699</u>
Office and Building			
Insurance	35,000	33,718	33,000
Rent	236,000	237,300	206,426
Repairs & maintenance	63,000	17,228	16,667
	<u>356,000</u>	<u>300,306</u>	<u>300,293</u>
Other Authority			
Agency governance support	-	-	32,500
Agency strategy and communication meetings	25,000	37,076	24,290
Annual meeting	10,000	12,124	13,458
Board meeting and training expense	25,000	22,601	32,482
Community relations	8,000	11,009	6,601
Differential response initiatives	129,271	155,181	80,906
Information technology support	934,110	1,161,110	785,263
Joint training team	295,049	343,107	600,017
Office of the standing committee	184,867	149,712	182,656
Professional fees	100,000	212,382	133,681
AANDC - Regional meeting	30,000	20,034	30,000
AANDC - Eyes for Me	-	4,007	101,932
Non-recoverable expenses	-	25,616	744,804
Emergency foster home standby fees	23,600	25,575	22,640
	<u>1,733,717</u>	<u>2,177,583</u>	<u>2,787,680</u>
Agency Support			
Agency central support	12,414,400	11,704,448	11,608,445
Agency differential response initiatives	500,000	541,263	530,000
Agency family care	240,000	241,200	238,050
Agency care	6,283,463	6,907,109	6,466,522
Agency protection	21,207,396	24,527,457	23,180,159
Agency prevention	3,363,179	3,416,071	3,342,003
Agency designated intake	75,000	78,086	74,499
Vacancy Management	-	(1,506,880)	-
CPSIS Data Entry Clerk	540,000	540,000	-
	<u>44,514,438</u>	<u>46,145,814</u>	<u>45,442,618</u>
Other Program Support			
Osklen Eagle program support	1,000,000	1,097,036	1,086,329
Ji-shaahwing program support	1,650,000	1,276,453	1,244,987
800 Adele - building and operations	500,000	504,753	473,651
	<u>2,950,000</u>	<u>2,878,242</u>	<u>2,783,917</u>
Total expenses	<u>52,433,334</u>	<u>54,444,791</u>	<u>53,890,620</u>
Deficiency of revenue over expenses	<u>\$ (1,36,434)</u>	<u>(1,182,593)</u>	<u>(212,919)</u>
Fund balance, beginning of year		<u>(1,522,079)</u>	<u>(17,062)</u>
		<u>(2,704,672)</u>	<u>(229,981)</u>
Interfund Transfers			
Transfer to Capital Fund for asset additions		<u>25,620</u>	<u>(1,000,000)</u>
Fund balance, end of year		<u>\$ (2,679,052)</u>	<u>\$ (1,522,079)</u>

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

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

<u>For the year ended March 31</u>	2014 Budget (Unaudited)	2014 Actual	2013 Actual
Revenue			
Aboriginal Affairs and Northern Development Canada (AANDC) (Schedule 1)	\$ -	\$ 250,000	\$ 250,000
Expenses			
Amortization	-	780,723	841,566
Excess (deficiency) of revenue over expenses	<u>\$ -</u>	<u>(530,723)</u>	<u>(591,566)</u>
Fund balance, beginning of year		2,973,444	2,272,912
Interfund transfers		<u>(25,629)</u>	1,292,098
Fund balance, end of year		<u>\$ 2,417,092</u>	<u>\$ 2,973,444</u>

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

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

<u>For the year ended March 31</u>	2014 Budget (Unaudited)	2014 Actual	2013 Actual
Revenue	\$ -	\$ -	\$ -
Expenses			
Salaries and benefits	-	-	77,189
Travel	-	-	80
	<u>-</u>	<u>-</u>	<u>77,269</u>
Excess (deficiency) of revenue over expenses	<u>\$ -</u>	<u>-</u>	<u>(77,269)</u>
Fund balance, beginning of year		<u>113,595</u>	<u>190,864</u>
Fund balance, end of year		<u>\$ 113,595</u>	<u>\$ 113,595</u>

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

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

For the year ended March 31	2014	2013
Cash Flows from Operating Activities		
Deficiency of revenue over expenses	\$ (1,713,316)	\$ (881,754)
Adjustments for items not involving cash		
Amortization of capital assets	<u>780,723</u>	<u>841,566</u>
	(932,593)	(40,188)
Changes in non-cash working capital balances		
Accounts receivable	1,170,551	14,607,323
Prepaid expenses and deposits	(5,767)	17,610
Accounts payable and accrued liabilities	(1,320,444)	(9,642,408)
Deferred revenue	<u>(1,542,983)</u>	<u>(779,463)</u>
	<u>(2,631,236)</u>	<u>4,162,874</u>
Cash Flows from Capital Activities		
Purchase of capital assets	<u>(224,371)</u>	<u>(1,642,098)</u>
Cash Flows from Financing Activities		
Working capital advance	<u>300,000</u>	<u>-</u>
Net increase (decrease) in cash during the year	(2,555,607)	2,620,776
Cash and cash equivalents, beginning of year	<u>3,059,716</u>	<u>438,940</u>
Cash and cash equivalents, end of year	\$ 504,109	\$ 3,059,716

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

FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND FAMILY SERVICES AUTHORITY

Notes to Financial Statements

For the year ended March 31, 2014

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 excerpt section 20; the Act came into force by proclamation on November 24, 2003.

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

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

(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.

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

For the year ended March 31, 2014

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

(d) Fund Accounting (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.

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

For the year ended March 31, 2014

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. Going Concern and Economic Dependence

These financial statements have been prepared on the going concern basis, which contemplates the realization of assets and the satisfaction of liabilities and commitments in the normal course of business.

As at March 31, 2014, the Authority has a working capital deficit in the amount of \$2,565,448 and an operating cash flow deficiency of \$2,631,236. The continuation of the Authority is dependent upon the continuing availability of operating and long-term financing, achieving and maintaining a profitable level of operations, and being able to meet future debt servicing requirements. Should the Authority be unable to continue as a going concern it may be unable to realize the carrying value of its assets and meet its liabilities as they become due.

Management is working with the Province of Manitoba to address the issues of increasing its revenue, controlling costs, and obtaining working capital and financing. As the outcome of management's actions is dependent upon future events, there is significant doubt that management will be able to satisfactorily resolve these issues.

These financial statements do not reflect the adjustments and changes in presentation that would be necessary should the Authority be unable to continue as a going concern.

The Authority's primary source of income is the grant funding received from the Province of Manitoba. 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.

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

For the year ended March 31, 2014

3. Accounts Receivable

	2014	2013
Aboriginal and Northern Affairs Department	\$ 280,000	\$ 10,000
Due from agencies	317,096	592,914
Due from Province of Manitoba		
Ji-zhaabwing - office start-up and operating cost recoveries	-	1,295,820
Golden Eagle funding	140,420	134,091
IT support cost recoveries	26,400	376,786
Ji-zhaabwing funding	271,396	265,105
Other from government	247,455	554,929
GST receivable	123,836	253,338
Other	5,802	9,099
Receiver General for Canada	-	-
800 Adele - renovation cost reimbursements	583,022	1,166,044
	2,002,433	4,658,126
Allowance for doubtful accounts	-	(1,485,142)
	\$ 2,002,433	\$ 3,172,984

4. Capital Assets

	2014			2013		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Computer equipment	\$ 4,111,847	\$ 2,682,781	\$ 1,429,063	\$ 3,003,562	\$ 2,114,062	\$ 1,788,600
Furniture and fixtures	422,689	251,089	171,000	406,603	210,200	196,403
Leasehold improvements	1,221,272	404,843	816,429	1,221,272	222,631	998,441
	\$ 5,755,808	\$ 3,338,716	\$ 2,417,002	\$ 6,631,437	\$ 2,667,003	\$ 2,073,444

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

For the year ended March 31, 2014

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 2013), 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.

	2014	2013
Animikii-Ozoon 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	1,360,030	1,360,030
West Region Child and Family Services	1,235,600	1,235,600
	<u>\$ 5,537,990</u>	<u>\$ 5,537,990</u>

The Province of Manitoba has also provided the Authority an additional working capital advance of \$300,000 as at March 31, 2014 to assist the Authority to meeting cash flow requirements. This advance is repayable by June 30, 2014.

6. Accounts Payable and Accrued Liabilities

	2014	2013
Due to agencies	\$ 2,531,643	\$ 4,245,152
Due to Province of Manitoba	1,607,588	-
Trade payables	138,265	1,361,798
Accrued expenses	231,754	221,797
Social fund	1,984	2,931
	<u>\$ 4,511,234</u>	<u>\$ 5,831,678</u>

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

For the year ended March 31, 2014

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>2014</u>	<u>2013</u>
Balance, beginning of year	\$ 1,867,320	\$ 2,646,783
Funds Received		
Province of Manitoba	172,034	365,138
Other	-	17,778
Less amounts transferred to accounts payable	(1,607,588)	-
Less amounts recognized as revenue in the year	(108,329)	(1,182,379)
Balance, end of year	<u>324,337</u>	<u>1,867,320</u>
Less current portion	<u>324,337</u>	<u>1,867,320</u>
Deferred revenue relating to future years	<u>\$ -</u>	<u>\$ -</u>

Specific programming revenue of \$1,607,588 which was previously deferred, has been transferred to accounts payable owed to the Province of Manitoba as these programs will not be continued.

8. Revenue from Province of Manitoba

Revenue as per Province of Manitoba confirmation	<u>\$ 51,995,304</u>
Add:	
Deferred revenue amounts recognized as revenue in the year	108,329
Funding claims subsequent to confirmation	451,623
CSA withheld from operating grants	<u>1,537,884</u>
	<u>2,007,836</u>
Deduct:	
Working capital advances	300,000
Funding of prior year accounts receivable	504,176
Revenue deferred during the year	172,934
Other	<u>499</u>
	<u>977,609</u>
Revenue from Province of Manitoba	<u>\$ 53,115,531</u>

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

For the year ended March 31, 2014

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 2015 and January 2029.

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

2015	\$ 1,122,296
2016	874,397
2017	556,278
2018	490,200
2019	416,250

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 2014 was \$207,670 (\$102,200 in 2013).

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. Comparative Figures

The comparative amounts presented in the financial statements have been restated to conform to the current year's presentation.

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

For the year ended March 31, 2014

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 \$2,002,433 (\$3,172,985 at March 31, 2013).

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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Auditor's Comments on Supplementary Financial Information

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 statement of financial position as at March 31, 2014 and the statements of operations and changes in net assets and the statements of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, and have issued our report thereon dated October 27, 2014 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 4 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 4 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 27, 2014

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

For the year ended March 31	2014	2014	2013
	Budget (Unaudited)	Actual	Actual
Revenue			
AANDC - capacity development	\$ 250,000	\$ 250,000	\$ 250,000
Expenses Included in Capital Assets			
Virtualization project	250,000	209,285	477,872
Records management	-	45,907	148,769
	<u>250,000</u>	<u>254,192</u>	<u>626,641</u>
Excess (deficiency) of revenues over expenses	\$ -	\$ (4,192)	\$ (376,041)

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

<i>For the year ended March 31</i>	2014	2014	2013
	Budget (Unaudited)	Actual	Actual
Revenue			
AANDC - Regional Advisory Committee Meetings	\$ 30,000	\$ 30,000	\$ 30,000
Expenses			
Agency travel, accommodations, & meals	22,000	12,896	20,542
Facility	5,000	7,138	5,158
Coordination and administration fee	3,000	-	4,000
	<u>30,000</u>	<u>20,334</u>	<u>30,000</u>
Excess of revenue over expenses	\$ -	\$ 9,666	\$ -

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

For the year ended March 31	2014	2014	2013
	Budget (Unaudited)	Actual	Actual
Revenue			
AANDC - Urban Aboriginal Strategy	\$ -	\$ -	\$ 100,000
Expenses			
Salaries and benefits	-	-	55,603
Program costs	-	-	17,627
Administration allocation	-	-	12,150
Cultural Room rent allocation	-	-	7,200
Honourariums	-	-	4,050
Program supplies	-	-	3,341
Recruitment	-	-	1,453
Travel	-	-	508
	-	-	101,932
Excess (deficiency) of revenues over expenses	\$ -	\$ -	(1,932)

**FIRST NATIONS OF SOUTHERN MANITOBA CHILD AND
FAMILY SERVICES AUTHORITY
Schedule 4 - Statement of Revenues and Expenditures
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For the year ended March 31	2014	2014	2013
	Budget (Unaudited)	Actual	Actual
Revenue			
Province of Manitoba	\$ -	\$ 1,825,624	\$ 1,722,130
Expenses			
Agency grants	-	1,278,453	1,244,987
Office rent and parking	-	466,134	419,056
Salaries and benefits	-	110,002	116,966
Building maintenance	-	34,515	27,210
Utilities	-	24,104	24,503
Telephone and fax	-	6,920	7,087
Office supplies	-	4,665	6,915
Travel	-	747	322
Other	-	172	119
	-	1,924,592	1,847,765
Excess (deficiency) of revenues over expenses	\$ -	\$ (98,968)	(125,635)



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