



*Honouring  
Our Truth*

Annual  
General  
Report

2020  
2021

**ANIMIKII OZOSON**  
Child and Family Services Inc.

Isaac Mandamin – Wabaseemoong Independent Nation Territory

*Debwewin*



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## Grandmother Drum

*Mashkode-Bizhiki Biijibatoo* (Running Buffalo)

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Isaac Mandamin – Wabaseemoong Independent Nation Territory

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## Message from the Board of Directors

The Board of Directors is pleased to present our 2020–2021 Animikii Ozoson Child and Family Services Agency Annual Report. As a governing body we continue to guide the agency to implement cultural approaches to address the many challenges facing children, families, and communities within the context of inter-generational trauma and thereby promoting a decolonizing design of service delivery. We are working to continue maintaining integrity and transparency through solidifying by-laws, supporting operational policies and procedures that promote accountability and recognizing the ever-changing environment of child welfare delivery. We prioritize the strength and relevance of our agency ceremonial sacred bundle by ensuring the preservation of our grandmother drum, pipe and cultural leaders that take care of these items and formally honour and share in our ceremonies.

### *Meegwetch.*

This year we welcomed a new Board member Joe Katcheconias. Joe is from the North West Angle #33 First Nation which is located in Treaty 3 Territory. Joe brings to the Board a wealth of knowledge regarding First Nation community supports, history, and operations.

We take this opportunity to applaud the hard work and efforts delivered by our staff to ensure family safety, preservation, child protection and secure community partnerships despite the magnitude of challenges and barriers brought upon by the Pandemic. The Board recognizes that the evolving policies and operational activities over the past year would not have occurred as seamless and successful as it has under an ever-changing and unpredictable

climate as it has been simply because of the pandemic and new federal legislation, if it was not for the diligence, commitment and energy of the staff and personnel to carry forward the new practices of work as a strong team. This collective engagement and commitment to excellence continues to drive the innovations that continue to make Animikii an exceptional and caring agency within Manitoba and Ontario.

The Board also acknowledges our partnerships with our legal counsel, Cochrane Saxberg Johnston Johnson Scarcello LLP, the Southern First Nation Network of Care, the Province of Manitoba, Grand Council Treaty 3, our Ontario First Nations and child welfare authorities and numerous Winnipeg



community stakeholders that have held steadfastly partnered with the agency to help our children and families.

We congratulate Wabaseemoong Independent Nations whom exercised it's inherent jurisdiction to enact their Wabaseemoong Customary Code January 8, 2021. It's customary Care Code will have the force of federal law, per the provisions of the federal legislation An Act respecting First Nation, Inuit and Metis children, youth and families. The Code will be the authority governing child welfare and protection matters applicable to all Wabaseemoong Independent nations' children and youth regardless of residency. Animikii looks forward to continued collaboration with Wabaseemoong working with the families and community.

In closing the Board would like to thank the Executive Director, management, all staff, foster parents, caregivers, and our sister agencies for their continued commitment to working with our agency and families. We are proud of the agency's accomplishments, dedication, and direction. We are pleased to present the 16th Annual Report for the 2020–2021 fiscal year. It attests to the excellent pro-active planning, development and implementation of on-going agency operations in its responses to protecting children, preserving families, building and maintaining partnerships with our Ontario First Nations and preserving the workforce to carry out these activities.

#### **All our Relations** **The Board of Directors** **2020-2021**







## Message and Report from the Executive Director Trudy Lavallee

**Boozhoo Gakina In-Den-We-Maag-Naag (All my Relations)**



On behalf of Animikii Ozoson Child and Family Services, I am pleased to present the 2020-21 Annual Report. I acknowledge the land of Treaty One territory and recognize the homeland of the Metis Nation. I also acknowledge the peoples and communities notably from the Ontario Treaties, 3, 9, 5 and Robinson Superior of which most of our families and stakeholders represent. I also acknowledge all the other Ontario and other provincial Treaty communities that represent the children we serve. I give recognition to the agency's sacred items, our Grandmother Drum Mashkode-Bizhiki Biijibattoo (Running Buffalo), pipe, staff, medicines and our Elders Clarence White and Dennis Morrison (Bebahmoytung).

The theme for our Annual Report is "Honouring Our Truth". This seemed fitting due to the full implementation of new federal legislation, An Act Respecting First Nations, Inuit and Metis children, youth and families (aka C-92) that came into force January 2020. The overrepresentation of Indigenous children in care in Canada is recognized along with the rights and jurisdiction of Indigenous peoples in relation to child and family services. The theme is dedicated to the children and families we serve. We honor their truths and the right for their stories to be heard and the need to deliver services on a healing reconciliatory path.

The past year has been a unique, unfolding with two major events that directly affected agency operations, service delivery and direction moving forward. One being the full implementation of new federal legislation (C-92). This legislation further provided adherence under federal law on the work Animikii has been doing with Ontario FN agencies and communities since 2005. Our past service delivery practices have been of an asset to Animikii in moving forward with implementing this new federal legislation. The agency has developed internal tools to substantiate the compliance and application with this federal law. The agency began receiving Section 12 Notices pursuant to section 12 of the federal legislation, from First Nations Indigenous Governing Bodies (IGB) (both Ontario and other Indigenous territories). These notifications provided direction to the agency on whom to send notices of significant measures to, regarding children receiving services from Animikii. Animikii has engaged in enhanced partnership building with several our Ontario First Nations pertaining to case management meetings. These efforts continue to grow in combination with planning for relationship agreements.

The other major event was adjusting the workplace, service delivery functions and operations in accordance with the agency's COVID-19 pandemic response. Our agency COVID-19 Business Continuity Plan was developed to recognize evolving public health orders and directives. Our policies/directives have been responsive in alignment with government health orders to ensure on-going



delivery of services and supports to children, youth and families although utilizing alternate service delivery methods to mitigate the spread of COVID-19 in our workplace.

The agency introduced a Workplace Re-Integration plan, beginning intermittingly in June 2020 due to less restrictive provincial Pandemic code levels, where we had staff return to the workplace; re-introducing family visits in the office within a gradual and cautious approach. The province then went back into lockdown under code red in the fall of 2020. Animikii subsequently on September 28th, 2020, re-verted the workplace to in-office/out of office staff rotation to minimize the numbers of people in the office. At this time, Animikii also implemented a Pandemic Accommodation Policy in response to financial and operational supports for those that are affected by the

COVID-19 virus on a personal basis. Fortunately, we only had to utilize pandemic accommodation pay in three instances. This tells me that we are keeping our workplace, staff, children, and families safe and effectively reducing the spread of COVID-19 in our workplace.

Despite the lockdowns and restrictions, the agency continued to provide opportunities for cultural and ceremonial activities for our staff through virtual sharing circles facilitated by an Elder and several drum and feast ceremonies. Our AGM the previous year was virtual. As well, a variety of virtual training was offered to our staff throughout the year.

The agency purchased chrome books and any other education aids for our children/youth in care. We thank the Children's Aid Foundation of Canada for providing a grant to us in the



amount of \$65K under their COVID-19 Response Program. We provided additional financial resources for emergency food and necessities to both biological and foster families.

A big thank you to “Once Upon a Child” store that quickly responded to our need by putting together over 85 bags of gently used clothing for our infants, toddlers and children which was separated by gender, size, and ages. Due to provincial restrictions on the purchase of children’s clothing, it would have been an additional challenge to ensure adequate quality clothing accessibility for children coming into care or for struggling families.

Animikii provided services to 14 children and youth from other provinces under inter-provincial agreements of which no funding “followed” these children, although we are required to provide the same level of services to these children and youth. We are expected to absorb this service into already existing caseloads within a block funding amount which does not recognize those extra maintenance costs. We ensured that no children and youth would be treated differently nor go without necessary supports. Animikii appreciated the partnerships we have with our sister Ontario FN agencies and communities to collaborate on case planning for these children/youth. We also acknowledge some Jordan Principle resources that have assisted with Animikii case planning.

Animikii continues engagement, since 2016, in the legal proceedings to challenge the Manitoba government’s past practices forcing the FNCFS agencies to remit 100% of the federal Children’s special allowance (CSA) funding received, directly to the Government

of Manitoba. This action has occurred going back 10 years. In October 2020 the agency further entered into a retainer agreement with 19 other FN/Indigenous CFS entities to have our legal team conduct research on the provincial bill The Budget Implementation and Tax Statutes Amendment Act, 2020 (Bill 34). We anticipate to address this matter in Court of Queen’s Bench in the fall of 2021.

As of March 31, 2021, the Agency’s case count, all-inclusive was 593; 161 family service files and 431 children in care (including 13 courtesy supervision children in care from Ontario and 1 from Saskatchewan). Out of the







161 family service files, 129 were receiving Protection services, 12 Voluntary Expectant Parent Services (VFS), and 20 receiving Family enhancement services. The Agency reported 431 children, youth and adults receiving services. Out of the 431 receiving services, 52 were on an adult of extension of services and 14 were children in care from different provinces receiving courtesy supervision. Overall, Animikii's efforts to reduce the number of children in care and close family files in a timely manner, is currently seeing a decrease in the overall agency case count during the past five fiscal years at -3.4%. The monthly case count has been stable averaging approximately 435 children in care monthly. The overall CIC case count growth over past 5 fiscal years is -1.8 %. The number of children in care aging out in fiscal year 2020/21 is 18. The province implemented multiple interim measures and provided funds to allow for extension

of services to young adults aging out during this pandemic year.

Over the last year the agency continues to grow in our IT capacities and capabilities. We have focused on upgrading our network technologies to be able to support our all our staff in their jobs with our focus being on virtual connectivity. As part of our continued IT evolution, we've set up a new server for our accounting department to bring programs and applications in-house to support the financial day-to-day operations of Animikii.

We thank the collaborative relationships with our main stakeholders, the Southern First Nation Network of Care, the Southern Chiefs Organization, Grand Council Treaty 3, our First Nations communities and agencies in Ontario, our law firm Cochrane Saxberg Johnston Johnson Scarcello LLP, the Family Advocate Office of the Assembly of Manitoba



Chiefs, Provincial Department of Families, Mama Wi Chi Itata Center, Ndinawe, Manitoba Advocate Children and Youth, Winnipeg Police Department and Justice and all other stakeholders we work with to ensure our children and families are safe and supported.

I acknowledge all the Animikii staff and commend their efforts and spirit persevering through the unknown of COVID-19 with the associated anxieties and fear that this pandemic has introduced among families and in our workplace. Teamwork and cohesion among staff were essential to supporting our children and families and each other in maintaining a high level of service. I take this opportunity to say a special 'Thank-you' to my

senior management team whose non-stop presence in the workplace and contributions to our pandemic policies ensured seamless ongoing operations. No disclosures were made under *The Public Interest Disclosure (Whistleblower Protection) Act*.

Most of all I would like to tribute this year's Annual Report to the children and families we are honored to serve. We recognize the sacrifices our children and families have endured throughout the Pandemic. Our families have been the "hardest hit" due to isolation and socio-economic factors. I'm amazed at their strength and fortitude.

*Meegwetch.*



## Vision Statement

**Strong Hearts and Minds,  
Strong Families, Beautiful Children,  
Strong Communities Networks.**

We have a vision of a strong community circle of care where healthy empowered families provide a nurturing place for children and where everyone (Elders, leaders, helpers, grandmothers, grandfathers, mothers, fathers, aunts, uncles, sisters, brothers, husbands and wives) work together to build a better place for all children.





## Mission Statement

### Building Circles of Care, Protection of Children, Empowering Families, Strengthening Community Networks.

Animikii Ozoson Child and Family services is the fruition of an idea, around which caring people have organized. It is an idea about helping Indigenous families and children by empowering them to care for themselves and one another. It is an idea rooted in Indigenous family values, beliefs and cultural traditions. It requires commitment and faith in the strength of families and their ability to change; to improve their lives and provide a nurturing place for children.

The overall purpose of the agency is to protect children from child maltreatment and support families so they can maintain their children

at home. When necessary, the agency will provide children in need of protection with temporary out-of-home care within their extended family if at all possible or within a network of culturally appropriate/culturally sensitive alternate caregivers. In all cases, the agency will take a comprehensive and culturally sensitive approach that emphasizes family preservation and family reunification. When family reunification is not possible, the agency will provide long term alternate care for children who become permanent wards, while maintaining a strong connection to their extended family and community of origin.





## Core Values

### Goals of Service Provision:

- To deliver culturally appropriate services to families and children
- To take a “least disruptive measures” approach to intervention, delivering services from an orientation and philosophy of prevention and support
- To provide family support services with a view to keeping families together
- To provide alternate care for children requiring out-of-home care, with an emphasis on using extended family and Indigenous caregivers whenever possible, while still ensuring that the child’s best interests are being met
- To keep siblings groups together when children require out-of-home care, whenever possible and appropriate
- To develop and maintain a placement resource program, incorporating a regular and ongoing training program for foster parents, homemakers, parent aides, and volunteers
- To repatriate children in care to extended family and/or home community, whenever possible and appropriate
- To reach out to the Ontario Indigenous Child and Family Services agencies for their assistance in providing services to client families and children affiliated with the First Nations served by their agencies
- To work cooperatively with other First Nations CFS agencies in the development of comprehensive support for cases being transferred to/from each other





# Code of CONDUCT

The Code of Conduct is the values which guide behaviour within the organization. It specifies how the Board of Directors and Staff of Animikii Ozoson Child and Family Services (AOCFS) should act in regard to decision-making and service delivery. It describes how you treat others, whether fellow employees, clients or anyone with whom you come into contact with.

Animikii Ozoson Child and Family Services shall maintain a culture which recognizes and values ethical conduct. The following Code of Conduct along with the Seven Teachings speaks to how AOCFS operates:

## *Love:*

Accepting people for who they are, what they believe and loving unconditionally.



## *Truth:*

Be accountable and recognize truth as an opportunity to grow.



## *Respect:*

Treat others the way you want to be treated respecting who they are as a person.



## *Wisdom:*

Knowing "who you are" by sharing your knowledge and learning from others.



## *Honesty:*

Be transparent, open, clear and act with integrity.



## *Courage:*

To be honest and speak up for what you believe in; moving forward.



## *Humility:*

Understanding others' strengths, knowing our own limitations and an ability to ask for help from others.





## Independent Living Program

On March 31, 2021, there were 312 permanent wards representing 72% of the total number of children in care. Of the 312 permanent wards, 143 (46%) Permanent Wards were between the ages of 11-17. With the assumption that permanent wards remain in care till age of majority, a large number of children aging out of care over the next five years will require the agency to invest in its in-house independent living program to offer supportive educational experiences and essential life skills preparation for this young population. Recent Manitoba strategies spell-out the need for systemic collaboration to support youth and young adults, example the "Mental Health and Addictions Strategy: Province of Manitoba Virgo Report", "Manitoba Research Report on Sexual Exploitation" and "A Place Where it Feels Like Home: The Story of Tina Fontaine".

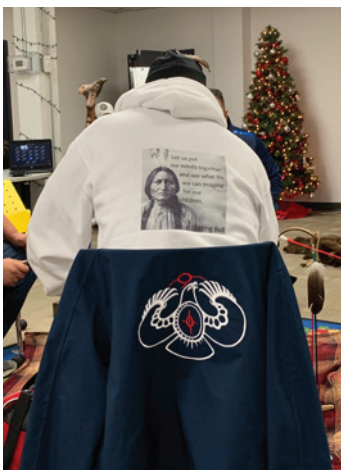
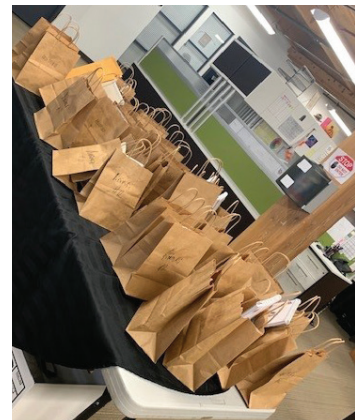
The Independent Living Program continued to offer a two-stage resource for youth about to age out or already aging out of care. The first stage in the program was similar to what was offered the previous year and included the "Learning is Essential for all People" (LEAP) Program in partnership with Big Brothers & Big Sisters. The first stage was offered to children in care aged 9-13 via virtual communication from October 7, 2020 to November 25, 2020. There were 4 children registered all of whom completed the program.

The program's second stage was called "Partnering for Empowerment" and explores community resources that support youth/ young adults transitioning out of care. This past year the agency held the program from October 3, 2020 to November 21, 2020. The second stage was offered to children in care 15 to 20 years of age. There were 4 youth registered to attend whom all successfully completed the program.

Both stages of the program were scheduled to offer the children and youth participants with opportunities to experience cultural events such as a sweat and naming ceremony. Unfortunately, due to the prevalence of the COVID-19 pandemic the naming ceremony and sweat had to be cancelled.







## Kinship Caregiver Recognition

### Joy and Walter Beardy

Joy and Walter are kinship caregivers for the agency and have been together for 40 years. They believe the secret to a good relationship is taking every day as it comes and always supporting each other no matter what life brings. We would like to recognize Joy and Walter Beardy for the outstanding care they have been providing to their 3 grandchildren. Joy and Walter had 3 of their grandchildren placed with in October 2020 so the children could remain with family while their mother was taking care of herself. Joy and Walter put their lives on hold to care for their grandchildren to ensure the children could grow up with family and remain connected to their mother, culture, and spirituality. Joy and Walter are caring, loving, and devoted grandparents, who speak lovingly of their grandchildren and ensure that their grandchildren's physical, emotional, and spiritual needs are met daily. Joy and Walter have

expressed their commitment to providing their grandchildren with a loving and nourishing home environment for as long as needed.

It is a pleasure to work with Joy and Walter and we thank them for being part of our circle of care and for providing wonderful care to their grandchildren.





## Human Resource Manager

**Darrell Cook**

My name is Darrell Cook, and I am a proud member of the Opaskwayak Cree Nation, here in Manitoba. I enjoy the opportunity that Animikii Ozoson CFS has given me to work for an Indigenous organization. The Agency's vision and teachings is something that was taught and instilled in me at a young age and I live by day to day. I started with Animikii on March 4, 2020 and I look forward to what lies ahead.

It has been a very interesting start to my career with Animikii Ozoson CFS. After being on the job for a few days I was introduced to COVID-19, and we have been dealing with it ever since. This past year saw some changes and challenges which the Agency was able to overcome and come out stronger than ever.

As of March 31, 2020, we had 52 employees and of those 52, 13 (26%) are of Indigenous descent.

We had 51 permanent employees, 1 maternity leaves, 1 casual employee and 1 vacancy.

My goals for this year are to enhance recruitment strategies to attract and hire more Indigenous staff, increase training, promote, and build on the one team concept, and continue to maintain/build the cultural programs within the Agency.

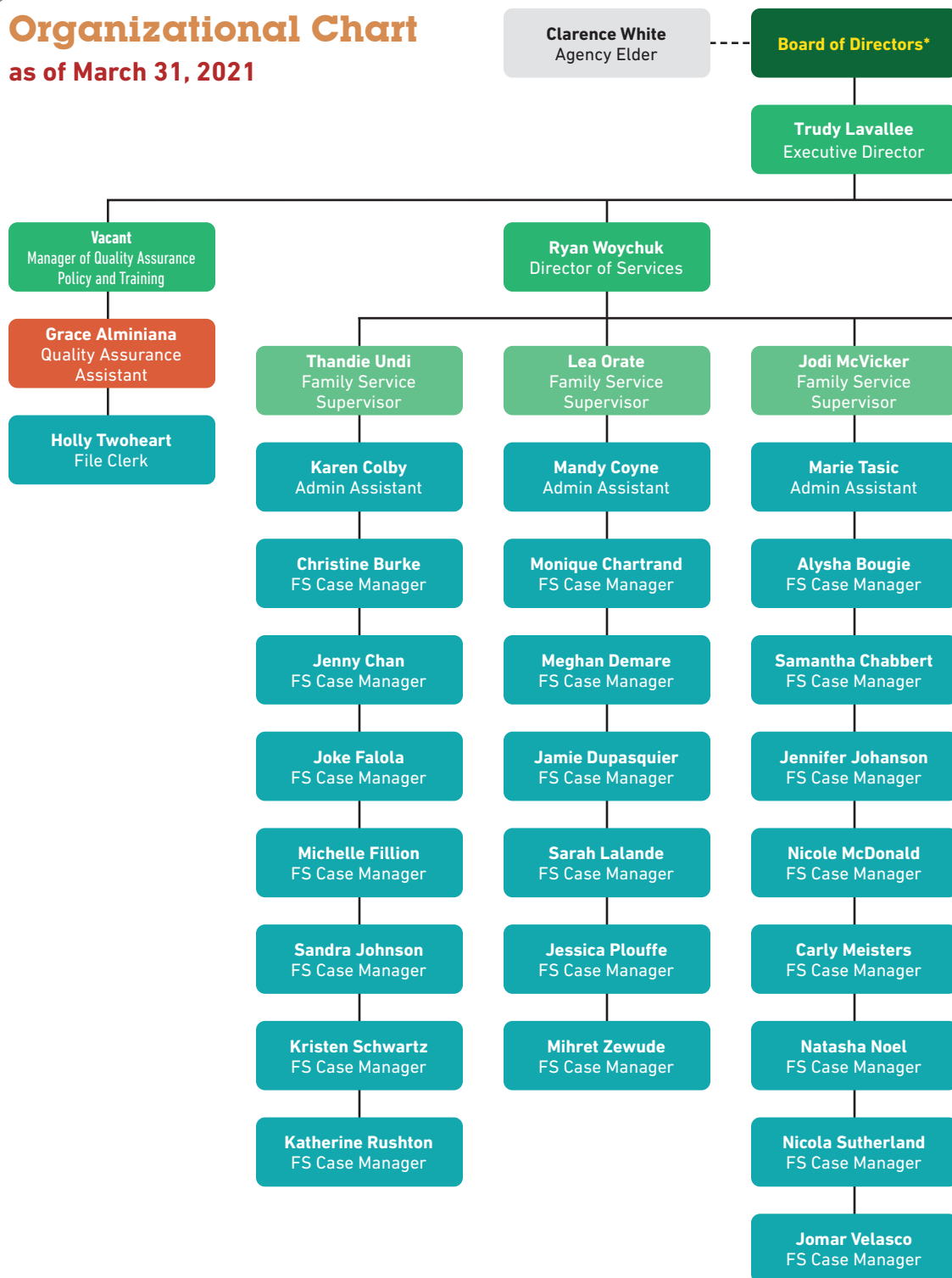
I have enjoyed working for the Agency and the staff here have been great to work with and I look forward to working with the team going forward.

We honored two staff, Jomar Velasco and Kristen Schwartz, that celebrated their five-year anniversary with the agency during the 2020-21 fiscal year.



# Organizational Chart

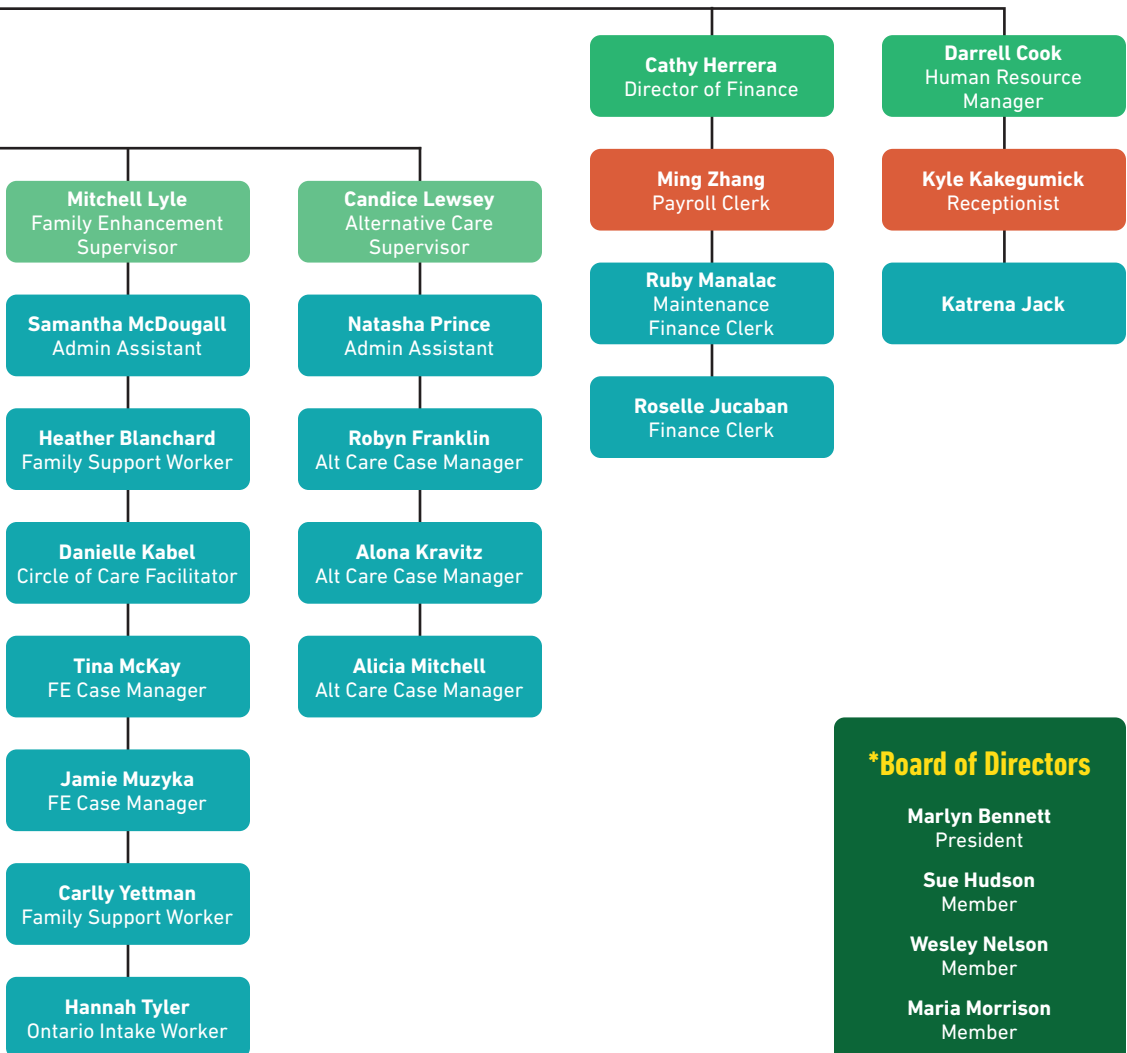
as of March 31, 2021





**Dennis Morrison**  
(Bebahmoytung)  
Knowledge Keeper

**Kim Irving**  
Executive Assistant



### \*Board of Directors

**Marlyn Bennett**  
President

**Sue Hudson**  
Member

**Wesley Nelson**  
Member

**Maria Morrison**  
Member

**Lucy Fowler**  
Member

**Joe Katcheconais**  
Member

**Vacant**  
Member

## Quality Assurance Specialist

Overall, Quality Assurance is responsible for reviewing and supportively enhancing the transparency, accountability and measurability of an Agency's day-to-day service delivery based on Federal and Provincial Legislation (and associated legislation), regulations, Provincial Child Welfare Practice Standards while incorporating a 'best practice' approach to service provision for families and children. The Quality Assurance Department consists of the Quality Assurance Assistant (QAS), Grace Alminiana; File Clerk, Holly Twoheart.

### **During the past year Quality Assurance has been very busy with the following;**

- Provided monthly statistical analysis reports on Agency case counts and Agency CFSIS compliance; providing recommendations on how to improve service delivery and accountability for families and children.
- Continued to implement, track, update and report on ongoing compliance with external recommendations, ongoing strategic service plan initiatives, internal reviews and foster parent appeals.
- Completed a total of 7 internal reviews that looked at the quality of direct service being provided to families and children as per Provincial standards and Federal legislation (ex. use of SDM tools, EPS file management, use of ADPs, quality and frequency of supervision being provided to front-line staff, etc.).
- Attended Quality Assurance meetings at the Southern First Nations Network of Care to gather information on upcoming Quality Assurance reviews and changes and compliance requirements to practice standards.
- Conducted a total of 42 random 'spot checks' on CFSIS to review compliance and quality of work; including, compliance with agency policy on completion of file transfers, file closings and expectant parent services.
- Regularly attended advisory committee meetings hosted by Winnipeg's designated intake agency, All Nations Coordinated Response Network (ANCR), to collaborate and provide feedback on how to strengthen the working relationship between Animikii Ozoson, ANCR and other sister southern First Nations agencies so that services to families and children go uninterrupted.
- Completed 12 statistical unit/worker specific compliance and quality reviews with follow-up meetings to communicate results and strategize improve/maintain compliance.





- In-house SDM training, and other child welfare related training, offered to staff throughout the year.
- Training provided to staff on Federal legislation, An Act Respecting First Nations, Metis and Inuit Children, Youth and Families delivered by our law firm.
- Training provided to staff on how to use our Notice of Significant Measure form when reporting when reporting a significant measure to an Indigenous Governing Body.
- Developed and revised several service-related policies and procedures including the Notice of Significant Measure form used to notify an Indigenous Governing Body when an agency is taking a significant measure with a child belonging to an Indigenous community.
- Assisting the Division's CFSIS Help Desk in testing the newly update version of the Child and Family Application (CFSA) and Child and Family Services Information System (CFSIS), including the introduction of enhanced security procedure for uploading document so to CFSIS.

I would like to thank the team for all their hard work during the past year. I couldn't have done it without you! AOCFS is recognized as a leader in Quality Assurance among Manitoba CFS agencies.

**Ryan Woychuk**

*Manager of Quality Assurance,  
Policy and Training*

## Services to Children and Families

There have been many changes and challenges the service teams faced over the past year, but it didn't negatively impact the professional integrity that our case managers had when working with the families, children and youth we serve. The agency has focused on ensuring that we continue to provide best practice service delivery based on both Provincial and Federal legislation and community customary law. This allows us to have an even stronger partnership with our Ontario communities, agencies and other stakeholders.

Our workers use a strength-based approach when working with families which has been successful in developing healthy and positive working relationships. When we see the strength and self determination in others, it is a way of viewing our families as resourceful and resilient in the face of adversity.

We would like to acknowledge and thank the past and current staff for their work with our families, youth and children.



## SERVICES TO FAMILIES FROM ONTARIO AND OTHER AGENCIES IN MANITOBA

As highlighted in last year's SSP, AOCFS is unique because it acts as a quasi-intake on behalf of ANCR when an Ontario FN family/child, who is receiving mandated services in Ontario, requires services while in Winnipeg. As well, AOCFS is unique because it serves as a default agency when another agency cannot provide services to a family (i.e., conflict of interests, etc.).

Due to the volume, and often time sensitive nature of work involving cross jurisdictional services to families from Ontario, the agency used protection funds to hire a designated Ontario intake worker. Although requested in previous SSPs, and other meetings regarding agency funding needs, AOCFS has not received funding for this non-case carrying position. The main function for this intake worker is to use the Intake Module (IM) and assess if First Nation Ontario families and children temporarily or permanently residing in Winnipeg require brief or ongoing services. Please note that an open IM is not recognized as an "open case" according to Provincial guidelines, although significant staff time is spent case managing an active intake.





## COURTESY SUPERVISION CASES/ INTERPROVINCIAL PLACEMENT AGREEMENTS

AOCFS is responsible for providing mandated services to families and children affiliated with Ontario First Nations communities (primarily, but not limited to, Treaty areas 3, 5 and 9), temporarily or permanently living in Manitoba who require child welfare services. This means that when children in care from a different Province, primarily Ontario, move to Manitoba AOCFS is responsible for providing courtesy supervision services on behalf of their guardian agency. As of March 31, 2021, 79% of our total case count consists of families and children who are affiliated with First Nations communities in Ontario. As a result, AOCFS maintains a close working relationship with Ontario FN agencies similar to the working relationships we have with southern agencies in Manitoba. Due to the stability of co-case management and the close working relationship with our sister agencies in Ontario, children under Ontario care may remain in Manitoba for their entire time in care. For example, the longest courtesy

supervision file with AOCFS was 13 years. This is particularly true for children with complex medical needs.

From a case management responsibility, a significant amount of administrative work is involved at intake (non-case carrying position) for children in care moving from different provinces moving to Manitoba. Some of this case management work includes gathering essential preliminary information and negotiating an Interprovincial Placement Agreement (IPPA). For ongoing courtesy service, case managers are expected to meet compliance with Manitoba standards, and at the same time taking in to account both FN and Ontario standards. To ensure balance, this type of case management requires additional staff time and resources. Children originally from Ontario, for a variety of reasons, move to Winnipeg and require continued sanctioned placement. It's important to note that mobility of ON FN from northwestern Ontario to Manitoba is quite common. This requires our unfunded Alternative Care Department to either find a pre-existing licensed resource or begin licensing a new resource. In some cases, the Ontario agency identifies a kinship caregiver in Manitoba as possible placement for the child. In these situations, AOCFS is required to act quickly to ensure and report on placement suitability, along with beginning the licensing process. Please note, we are not funded to provide this service, but are mandated to do this under Provincial legislation. Our MB FNCFS agencies receive federal funding to oversee and deliver these services. FN children with AOCFS are not afforded a comparable level of funding that ensures their needs will be met.



Services to children in care from Ontario, living in Manitoba, are also monitored for compliance and quality of service by other Manitoba governing bodies (i.e., MACY, Southern Network, etc.) in the same manner as children in care of AOCFS. Since the child from Ontario is receiving mandated services in our jurisdiction, we are required to open a file, and as a result, comply with case management standards on CFSIS. Compliance requirements are monitored on a monthly basis by the Southern Network. Services to courtesy supervision cases require the same, if not more human resource hours along with service-related expenditures (i.e., travel costs to Ontario, etc.).

Services provided receive the same scrutiny when complaints are received about day-to-day service provision, or during reviews following a critical incident to a child receiving courtesy supervision services from AOCFS.

As a result of our ongoing service collaboration with Ontario First Nations communities and agencies, AOCFS spends an exceptional amount of resource hours collaboratively case managing cross jurisdictional needs for children being supervised by our Agency. The focus is to secure good case planning while maintaining a child's connection to their community.





## Family Enhancement/ Prevention

My name is Mitchell Lyle and I am the Family Enhancement Supervisor. I started my social work career at Animikii Ozoson Child and Family Services as a Case Manager 5 years ago and have since been promoted to the Family Enhancement Supervisor role in March 2020. This department has seen some changes during the past year. However, the Family Enhancement team and I are looking forward to the continued growth and development with respect to strengthening the supports and services we provide to families.

Family Enhancement is an intensive prevention program that provides short-term services to families to mitigate risk factors by supporting parents to reduce the number of children coming into care. Family enhancement is a voluntary program that involves everyone in the family working together. The main function of family enhancement services is resolve difficulties before they become a crisis for the family to prevent children from coming into care. Animikii Ozoson Child and Family Services recognizes and acknowledges that every family has strengths. At the start of our involvement the assigned family enhancement case manager works with the family to

identify those strengths as a way to improve in areas that may not be working very well. The assigned case manager will then set time limited goals that they identify with the family. We then help the family on a path to achieving those goals using a variety of community and agency supports.

During this past year, the Family Enhancement Program was responsible for continuing to provide intake services on behalf of ANCR when an Ontario First Nations family/child, who is receiving mandated services from First Nation agencies in Ontario, require services while in Winnipeg. AOCFS also serves as an intake and ongoing service provider for Buffalo Point First Nation. The main role of the intake worker designate is to utilize the Intake Module (IM) and assess if First Nation Ontario families and children temporarily or permanently residing in Winnipeg require brief or ongoing services. I am pleased to report that over the last year AOCFS continued to utilize protection funds to employ a designated Ontario Intake worker to ensure that all interprovincial requests for services as well as internal agency intakes were consistently received, documented, assessed and addressed in a timely manner.

## Family Enhancement Prevention/ Preservation Programs

To support parents and prevent children from coming into care, AOCFS has facilitated in-house and/or virtual programs including Traditional Positive Parenting and a Women's Support Group.

Traditional Positive Parenting continued as a 6-session program for mothers to enhance parenting skills through finding balance between the values of both Western and Indigenous worldviews. The program commenced on February 9, 2021 and ended on

March 16, 2021. Four women were registered, and all 4 participants completed the program.

A Women's Circle of Care Support Group was also offered as an 8-session program for women to share experiences associated with personal circumstance in a group setting. The program began on January 28, 2021 and concluded on March 18, 2021. There was a total of 4 women participants registered to attend the support group.





## Family Services

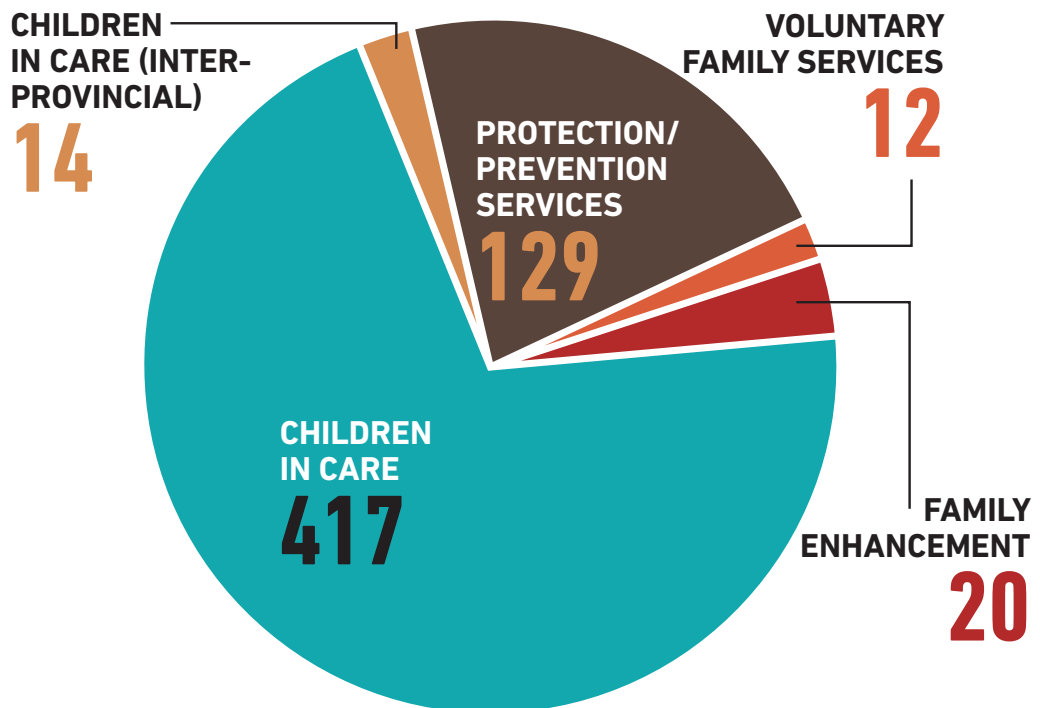
During the past fiscal year, the agency had three Family Service teams (Team Jodi, Team Thandie and Team Lea) and one Family Enhancement team (Team Mitchell) providing mandated preservation and protection services to children and families. The primary responsibilities of these teams was to preserve families, protect children, reunify families and repatriate children back to families and home communities.

Our teams make every attempt to work from a holistic, strengths-based, collaborative approach to build strong relationships with parents, children, youth and collaterals to promote strong family units. We strive to

provide services that address the needs of each family member and increase the likelihood of positive outcomes for the entire family unit.

As of March 31, 2021, the Agency's case count, all-inclusive was 592; 161 family service files (inclusive) and 431 children-in-care (including 13 courtesy supervision children-in-care from Ontario, 1 from Saskatchewan). Out of the 161 family service files, 129 were receiving protection services (PRT), 12 Voluntary Services (VFS) and 20 were receiving Family Enhancement (FE) services. On average, however, our total case count hovers around 602 throughout the year.

### AOCFS Case Count 2020/21



## Services to Families and Children

Fiscal Year	2016/17		2017/18		2018/19		2019/20		2020/21	
Case Type	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov
Voluntary Family Service – financial assistance only		0		1		0		0		0
Voluntary Family Service – EPS		0		0		1		0		0
Voluntary Family Service		0		1		1		9		12
Family Enhancement		16		26		23		13		20
Protection		183		187		183		156		129
Protection – EPS		5		5		2		3		0
Children in Care		440		439		435		412		417
Children in Care – Supervision		20		23		19		17		14
Adoption		0		0		0		0		0
Foster Care Management		148		155		151		152		153





### Family Service Files per Community Served

At the end of March 31, 2021, the Agency provided services to 161 families. Out of the 161 families receiving services from the Agency, 122 (76%) have ties to First Nation communities in Ontario.

Ontario First Nation Communities	
Alderville FN	1
Algonquins of Pikwakanagan FN (Golden Lake FN)	1
Anishinaabeg of Naongashiing FN (Big Island FN)	4
Asubpeeschoseewagong Netum Anishinabek (Grassy Narrows FN)	2
Atikameksheng Anishnawbek FN (Whitefish Lake FN)	1
Bearskin Lake FN	1
Chippewas of Nawash FN	1
Couchiching FN	2
Deer Lake FN	4
Eabametoong FN (Fort Hope FN)	2
Flying Post FN	1
Fort Severn FN	1
Fort William FN	1
Iskatewizaagegan 39 Independent FN (Shoal Lake #39)	3
Keewaywin FN	4
Kiashe Zaaging Anishinaabek (Gull Bay FN)	5
Kingfisher FN	1
Lac Seul FN	10
Long Lake #58 FN	1
Marten Falls FN	1
Migisi Sahgaigan FN (Eagle Lake FN)	1
Mishkeegogamang FN (Osnaburgh FN)	3
Mishkosiminiziibiing FN (Big Grassy River FN)	3
Muskrat Dam FN	1
Naotkamegwanning FN (Whitefish Bay FN)	2
Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	19
Niisaachewan Anishinaabe Nation (Dalles FN)	1
North Spirit Lake FN	8
Northwest Angle #33 FN	5
Obashkaandagaang Bay FN (Washagamis Bay FN)	1
Ojibways of Onigaming FN (Sabaskong FN)	2
Poplar Hill FN	2
Rainy River FN	2
Sachigo Lake FN	2
Seine River FN	2
Shoal Lake #40	1
Temagami FN	1
Tyendinaga Mohawk Territory (Mohawks of the Bay of Quinte FN)	1
Wabaseemoong Independent Nation (Whitedog FN)	13
Wabauskang FN	2
Wabigoon Lake Ojibway Nation	2
Wauzhushk Onigum FN (Rat Portage FN)	1
<b>TOTAL</b>	<b>122</b>

Manitoba First Nation Communities	
Bloodvein FN	1
Brokenhead FN	1
Buffalo Point FN	1
Long Plain FN	1
Misipawistik Cree Nation (Grand Rapids FN)	2
Mosakahiken Cree Nation (Moose Lake Cree Nation)	1
Pimicikamak Cree Nation (Cross Lake Band)	2
Red Sucker Lake FN	2
Sagkeeng FN	2
Wasagamack FN	1
York Factory FN	1
<b>TOTAL</b>	<b>15</b>

Saskatchewan First Nation Communities	
Cegakin FN (Carry the Kettle FN)	2
Star Blanket Cree Nation	1
<b>TOTAL</b>	<b>3</b>

Other	
Metis	8
Not Aboriginal	11
Not Determined	2
<b>TOTAL</b>	<b>21</b>

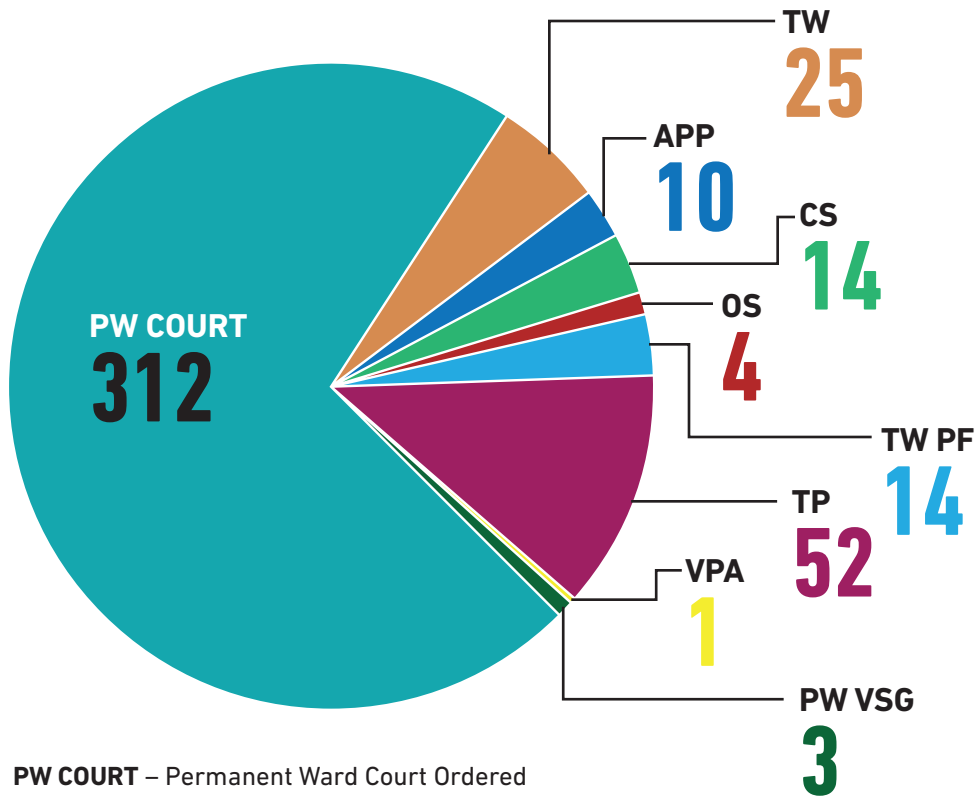
GRAND TOTAL	161
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## Services to Children, Youth and Adults

As of March 31, 2021, the Agency reported 435 children, youth and adults receiving services. Out of the 435 children, youth and adults receiving services, 52 were adults on an extension of services and 14 were children

in care from different provinces receiving courtesy supervision services (1 child in care with Saskatchewan and 13 children in care with Ontario).



**PW COURT** – Permanent Ward Court Ordered

**PW VSG** – Permanent Ward via Voluntary  
Surrender of Guardianship

**TW** – Temporary Ward

**APP** – Apprehension

**CS** – Courtesy Supervision  
(Interprovincial Placement Agreements)

**OS** – Order of Supervision

**TW PF** – Temporary Ward,  
Petition filed for further order

**TP** – Transitional Planning

**VPA** – Voluntary Placement Agreement



## Services to Children, Youth and Adults

Fiscal Year	2016/17		2017/18		2018/19		2019/20		2020/21	
Legal Status	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov
Apprehension (APP)		36		10		5		5		10
Temporary Ward (TW)		29		52		47		31		25
Perm. Ward: Court (PW: Court)		310		313		319		330		312
Perm. Ward: VSG (PW:VSG)		4		2		3		3		3
Voluntary Placement Agreement (VPA)		11		10		7		2		1
Transitional Planning (TP)		33		42		38		36		52
Petition Filed (TW PF)		14		9		16		5		14
Order of Supervision		1		0		1		2		4
Courtesy Supervision (Interprovincial Placement Agreements)		18		23		18		17		14



### Children-In Care/youth and adults per Community Served

As of March 31, 2021, the Agency reported 431 children, youth and adults receiving services. Out of the 431 children, 14 were children in care from different provinces. Out of the 417 children in care with AOCFS, 344 (82%) have ties to First Nation communities in Ontario.

Ontario First Nation Communities	
Algonquins of Pikwakanagan FN (Golden Lake FN)	3
Animakee Wa Zhing #37 (Northwest Angle #37 FN)	6
Animbigoo Zaagi'igan Anishinaabek FN (Lake Nipigon Ojibway FN)	1
Anishinaabeg of Naongashiing FN (Big Island FN)	7
Asubpeeschoseewagong Netum Anishinabek (Grassy Narrows FN)	16
Bearskin Lake FN	3
Couchiching FN	2
Deer Lake FN	11
Eabametoong FN (Fort Hope FN)	9
Flying Post FN	1
Fort Severn FN	4
Fort William FN	2
Iskatewizaagegan 39 Independent FN (Shoal Lake #39)	4
Keewaywin FN	18
Kiashke Zaaging Anishinaabek (Gull Bay FN)	3
Kingfisher FN	5
Kitchenuhmaykoosib Inninuwug FN (Big Trout Lake FN)	2
Lac la Croix FN	2
Lac Seul FN	16
Long Lake #58 FN	9
Marten Falls FN	9
Migisi Sahgaigan FN (Eagle Lake FN)	10
Mishkeegogamang FN (Osnaburgh FN)	22
Mishkosiminzibiing FN (Big Grassy River FN)	4
Mitaanijigaming (Stanjikoming)	1
Naotkamegwanning FN (Whitefish Bay FN)	7
Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	70
North Spirit Lake FN	13
Northwest Angle #33 FN	7
Obashkaandagaang Bay FN (Washagamis Bay FN)	4
Ojibways of Onigaming FN (Sabaskong FN)	5
Pikangikum FN	4
Poplar Hill FN	3
Rainy River FN	5
Sachigo Lake FN	4
Seine River FN	3
Shoal Lake #40	9
Temagami FN	3
Wabaseemoong Independent Nation (Whitedog FN)	19
Wabauskang FN	1
Wabigoon Lake Ojibway Nation	8
Wauzhushk Onigum FN (Rat Portage FN)	3
Whitesand FN	2
Wikwemikong FN	4
<b>TOTAL</b>	<b>344</b>

Manitoba First Nation Communities	
Berens River FN	2
Black River FN	6
Brokenhead FN	1
Buffalo Point FN	1
Chemawawin FN	2
Garden Hill FN	2
Hollow Water FN	1
Kinonjeoshtegon FN (Jackhead FN)	1
Lake Manitoba FN	1
Lake St. Martin FN	1
Peguis FN	1
Pimicikamak Cree Nation (Cross Lake Band)	1
Pinayamootang FN (Fairford FN)	1
Pukawatagan FN (Mathias Colomb FN)	1
Red Sucker Lake FN	1
Sagkeeng FN	3
Sandy Bay FN	5
Sayisi Dene FN	3
St. Theresa Point FN	4
Tataskweyak Cree Nation	1
Tootinaowaziibeeng FN (Valley River FN)	2
Waywayseecappo FN	1
<b>TOTAL</b>	<b>42</b>

Alberta First Nation Communities	
Siksika FN	2
<b>TOTAL</b>	<b>2</b>

British Columbia First Nation Communities	
Scowlitz FN	1
<b>TOTAL</b>	<b>1</b>

New Brunswick First Nation Communities	
Elsipogtog FN (Big Cove Band)	1
<b>TOTAL</b>	<b>1</b>

Saskatchewan First Nation Communities	
Cegakin FN (Carry the Kettle FN)	3
Cote FN	10
Peter Ballantyne Cree Nation	1
Piapot FN	1
Sakimay FN	3
<b>TOTAL</b>	<b>18</b>

Other	
Metis	9
Not Aboriginal	13
Not Determined	1
<b>TOTAL</b>	<b>23</b>

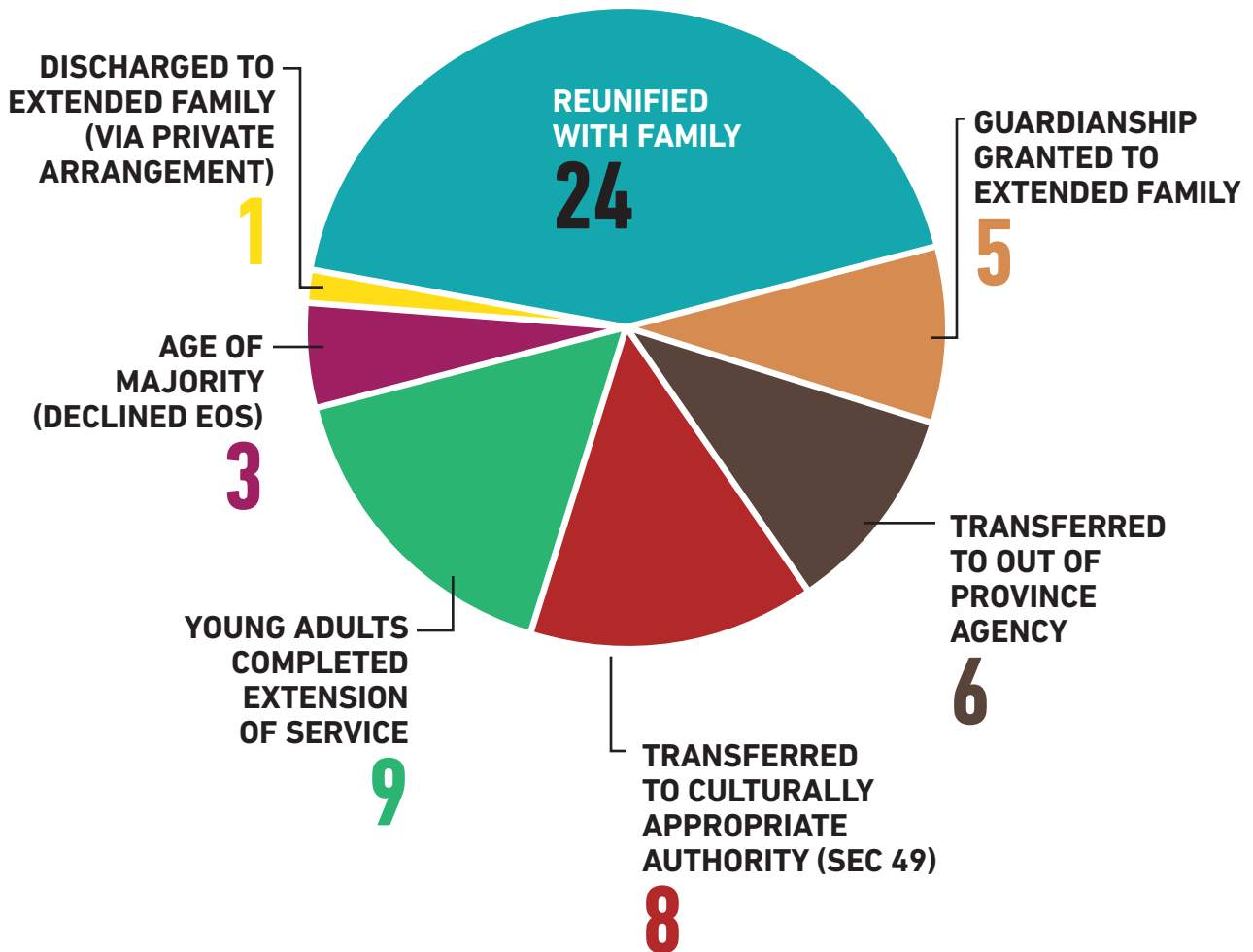
<b>GRAND TOTAL</b>	<b>431</b>
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## Discontinued Services to Children and Youth in care and Adults

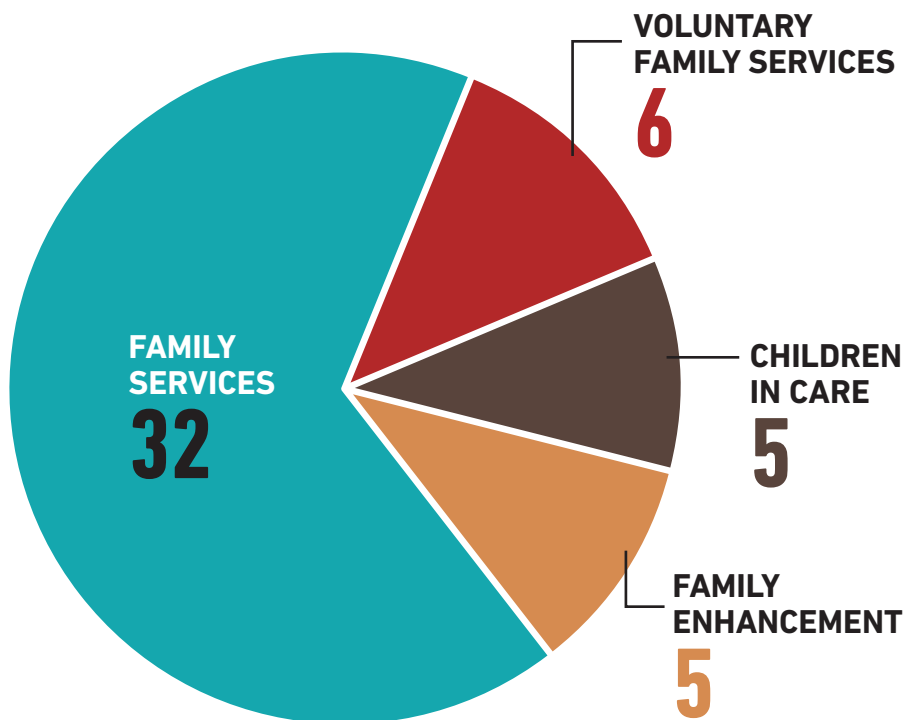
As of March 31, 2021, the agency discontinued services to 47 children in care and discontinued extensions of services with 9 adults. Out of the 47 children, 24 were reunified with family, 8 were transferred to the Culturally Appropriate Agency (via Section 49), 6 were transferred to

the culturally appropriate out of province CFS agency; 5 had a guardianship granted to the extended family; 3 reached the age of majority and declined an (Extension of Services); and 1 was discharged to extended family via private arrangement.



## External Transfer/ Referrals For Service

Most transfers received by AOCFS come from All Nation's Coordinated Response Network (ANCR). As of March 31, 2021, the Agency received a total of 53 external transfers, 48 files transfers were from ANCR. Out of the 48 files transferred from ANCR, 32 were for family services, 5 were for Family Enhancement (FE) services, 6 for Voluntary Family Service (VFS) and 5 Children in Care (CIC) files.





## Alternative Care

The Alternative Care Department is responsible for licensing, supporting and recruiting Kinship Caregivers and Foster Parents for the agency. The focused work of the department remains supporting and retaining a strong circle of care, comprised of care providers committed to the best interests and well-being of all children and youth. The department is comprised of 4 Alternative Care Case Managers, one Administrative Assistant and an Alternative Care Supervisor.

As of March 31, 2021, the Agency had a total of 153 open resources, resulting in an average of 51 managed homes per Alternative Care Case Manager. Out of the 153 open resources, 128 were licensed foster homes, 18 were Place of Safety (POS), 6 were new applicants and 1 home was on a 'on hold' status. Not included in these numbers is 1 resource on waiting closure status. Out of the 146 active resources, 35 identified as being a culturally appropriate resource.

From the 128 active licensed foster homes, 90 were regular foster homes, 21 were licensed as kinship foster homes, 14 were licensed as child-specific foster homes, and 3 were licensed as specialized foster home.

Out of the 128 licensed foster homes, 27 identified as culturally appropriate homes.

Out of the 18 Places of Safety, 6 were general and 12 were kinship.

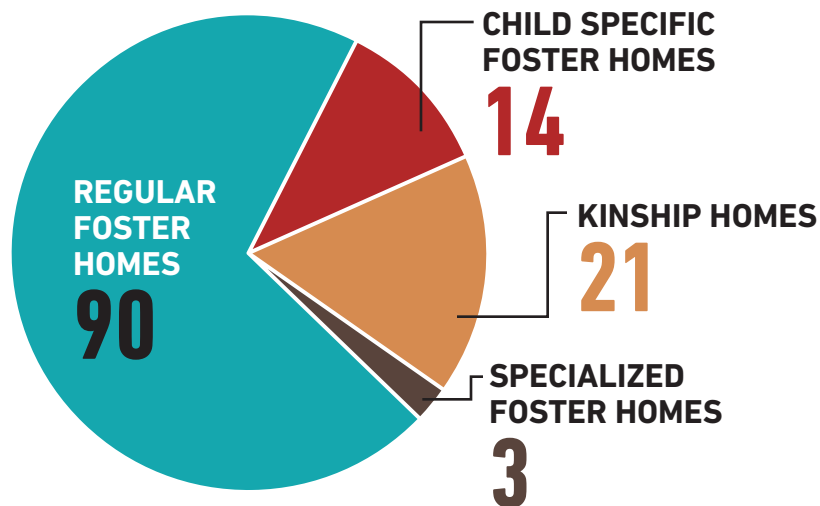
We also had a total of two kinship care resources that closed due to successful applications of guardianship.

As we look ahead to the coming year, it is with much appreciation and gratitude to our caregivers, for their selfless, empathic, dedication to our children and their care.

Thank you

**Candice Lewsey BSW, RSW**

*Alternative Care Supervisor*



## Finance

The Finance department continues to fulfill its role by providing responsible accounting and financial management of Animikii Ozoson Child & Family Services (AOCFS). Creating and implementing strong internal control as well as ensuring that funds are being used responsibly and in accordance with the funding agreement and the Agency approved Finance Policy and Procedure.

Our committed Finance team includes:

- Ruby Manalac – Ruby is primarily responsible for Provincial billings, foster parents' payment, children's special allowances application and cancellation, special rates, agency allowance reconciliation, etc.
- Ming Zhang – Ming is primarily responsible for our Agency payroll, monthly bank reconciliations, deposits, travel bookings, CSA reconciliation, etc.
- Roselle Jucaban – Roselle is responsible for general accounts payable, accounts receivable, travel reimbursements, interprovincial revenue & expense reconciliation, etc.

The past year has brought significant changes to the way we deliver services to our children & families. We learned to adapt to what we have called the "New Normal". Covid-19 pandemic sets a new trend in delivering related services to our children & families. I am pleased that the difficulties we have all



Left to right: Roselle, Ruby, Ming & Cathy



faced have not seen an unfavorable effect on the delivery of Finance functions. We have delivered and accepted them in the new and different ways. There have been challenges at times, maintaining internal control yet responding quickly to the need of the staff, children & families.

The pandemic forced the Agency to greatly expand to the use of technology, ensuring health and safety measures were in place. Agency is IT stand alone in partnership with another Southern CFS agency. Thankfully we have an awesome IT technicians that help us navigate and enhance the ability of the staff to work remotely during the peak of the pandemic. Staff were provided with IT tools to perform job responsibilities in a more and efficient manner. In the midst of the pandemic phone system was installed in Sept/2020. Switched all users to office 365 apps, security system was upgraded to meet CFSIS requirement, added internal server to house finance applications with extra and additional VPN security to work remotely with great level of security.

### Audit update

Our audit for the Fiscal Year 2020/2021 was completed by MNP LLP. The results proved to be in accordance with Canadian Accounting Standards.

### Here are a few highlights and stats from our audited financial statements:

Operational funding totalled to \$4.38 million for the year ended March 31, 2021, and the

Child Maintenance funding totalled to \$12.1 million for the year ended March 31, 2021. Same as last year as it is based on the 2020-2021 Single Envelop Funding (SEF) allocation.

Child maintenance expense totalled to \$11.2 million, a decrease by 12% compared to the previous fiscal year of \$12.77 million. This is due to the combined effort of everyone in the agency to manage and work within SEF without sacrificing the services we provided for our children youth and families. Because of COVID-19, some services were put on hold and respite services, family visit, face to face visit and other services had to be conducted in virtual formats in many situations to follow the health regulation from the province which contributed towards the decrease in child maintenance cost.

The average daily cost per child is \$73.63 compared to \$80.82 in the prior year with an overall decrease of 8%. This is because of the pandemic when most of the services were put on hold.

Looking ahead, our goals for the new fiscal year include:

- Continuing to manage and work within the Single Envelope Funding model by developing or enhance existing guidelines, practices, or procedure of children in care maintenance expenditures to ensure funds are used in the most efficient, consistent, and beneficial to our children in care.
- Ongoing professional development for each of our Finance Staff.

- Completion of the update and rewrite of our Finance Policy and Procedure Manual.
- Enhancing and improving our existing IT infrastructure to ensure a reliable, safe, and secure information technology system.
- To actively support the ED and the Board's vision on the pursuance of federal funding for our CIC and Bill C-92 development.

I would like to thank the Management, Supervisor's and all the Staff for working closely with my team. Due to the pandemic, there have been some challenges at times but at the end of the day we always remember

that we are all in this together. The way everybody adapted to this new normal demonstrated resilience and strength of the agency. I am so proud of this Agency as we always honour the agency values, ethical conduct, and the Seven Teachings (Love, Truth, Wisdom, Courage, Humility, Honesty and Respect). Surely, using these values in every decision lead us to the right path.

*Thank you  
Miigwetch,*

**Cathy Herrera**  
Director of Finance







## Independent Auditor's Report

To the Members of Animikii-Ozoon Inc.:

### Opinion

We have audited the financial statements of Animikii-Ozoon Inc. (the "Organization"), which comprise the statement of financial position as at March 31, 2021, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.



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### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Winnipeg, Manitoba

September 28, 2021

**MNP** LLP

Chartered Professional Accountants

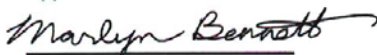
**MNP** LLP

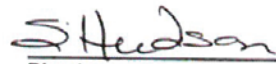
**Animikii-Ozoseon Inc.**  
**Statement of Financial Position**

*As at March 31, 2021*

	2021	2020
<b>Assets</b>		
<b>Current</b>		
Cash (Note 3)	9,709,753	6,599,253
Accounts receivable (Note 4)	51,318	60,251
Short term investment (Note 5)	35,000	35,000
Prepaid expenses and deposits	37,906	64,725
	9,833,977	6,759,229
<b>Capital assets (Note 6)</b>	309,499	388,562
	10,143,476	7,147,791
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals (Note 7)	904,009	1,091,394
Deferred contributions (Note 8)	5,457,822	2,967,744
Working capital advances (Note 9)	1,204,000	1,204,000
Current portion of long-term debt (Note 10)	134,559	201,833
	7,700,390	5,464,971
<b>Long-term debt (Note 10)</b>	-	134,560
	7,700,390	5,599,531
<b>Net Assets</b>		
Investment in capital assets	309,499	388,562
Unrestricted	2,133,587	1,159,698
	2,443,086	1,548,260
	10,143,476	7,147,791

Approved on behalf of the Board of Directors

  
 Director

  
 Director

The accompanying notes are an integral part of these financial statements



**Animikii-Ozoon Inc.**  
**Statement of Operations**

*For the year ended March 31, 2021*

	2021	2020
<b>Revenue</b>		
<b>Southern First Nations Network of Care</b>		
Operations Core	940,535	940,534
Operations Protection	3,132,679	3,132,679
Operations Prevention	245,104	245,104
Operations Other	58,590	58,590
	<b>4,376,908</b>	<b>4,376,907</b>
<b>Province of Manitoba</b>		
Province of Manitoba - Maintenance	11,617,195	11,580,445
Province of Manitoba - Agency Allowance	335,217	367,555
Miscellaneous	203,671	58,064
	<b>12,156,083</b>	<b>12,006,064</b>
<b>Childrens' Special Allowance</b>		
CSA Provincial	-	889,180
<b>Other</b>		
Investment income	17,997	30,000
Employee Parking	9,725	23,482
External Agency Billings	113,931	177,629
Vision Catchers	8,314	3,825
Education and training	32,297	-
	<b>182,264</b>	<b>234,936</b>
<b>Total revenue</b>	<b>16,715,255</b>	<b>17,507,087</b>

*Continued on next page*

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

**Animikii-Ozson Inc.**  
**Statement of Operations**  
For the year ended March 31, 2021

	2021	2020
<b>Total revenue</b> (Continued from previous page)	<b>16,715,255</b>	<b>17,507,087</b>
<b>Core Operations</b>		
Salaries	614,742	639,930
Benefits	82,608	80,431
Operating	901,576	791,874
Audit expense	14,000	16,669
Board of Directors expense	16,848	34,851
Insurance	99,318	63,043
Legal	50,649	50,980
Training	11,477	5,832
Travel	407	10,951
	<b>1,791,625</b>	<b>1,694,561</b>
<b>Protection</b>		
Salaries	2,157,464	2,147,145
Benefits	283,054	274,899
Operating	24,655	17,401
Training	19,393	2,233
Travel	37,692	90,256
Purchased services	114,733	58,477
Contracted resources	23,914	49,498
	<b>2,660,905</b>	<b>2,639,909</b>
<b>Prevention</b>		
Salaries	67,812	112,640
Benefits	6,537	20,679
Operating	60	480
Travel	778	1,740
Purchased services	20,321	35,548
Contracted resources	5,580	68
	<b>101,088</b>	<b>171,155</b>
<b>Province of Manitoba</b>		
Agency Allowance	167,608	216,613
Child maintenance	11,040,037	12,555,984
	<b>11,207,645</b>	<b>12,772,597</b>
<b>Childrens' Special Allowance</b>		
CSA Provincial	-	8,038
<b>External Agency Maintenance</b>		
EA maintenance	59,166	117,698
<b>Total expenses</b>	<b>15,820,429</b>	<b>17,403,958</b>
<b>Excess of revenue over expenses</b>	<b>894,826</b>	<b>103,129</b>

The accompanying notes are an integral part of these financial statements

**Animikii-Ozoon Inc.**  
**Statement of Changes in Net Assets**

*For the year ended March 31, 2021*

	<i>Investment in capital assets</i>	<i>Unrestricted</i>	<b>2021</b>	<b>2020</b>
Net assets, beginning of year	388,562	1,159,698	<b>1,548,260</b>	1,445,131
Excess of revenue over expenses	-	894,826	<b>894,826</b>	103,129
Amortization of capital assets	(92,498)	92,498	-	-
Purchase of capital assets	13,435	(13,435)	-	-
Net assets, end of year	<b>309,499</b>	<b>2,133,587</b>	<b>2,443,086</b>	1,548,260

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



**Animikii-Ozoseon Inc.**  
**Statement of Cash Flows**  
*For the year ended March 31, 2021*

	2021	2020
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Cash received from funders	19,162,251	21,597,323
Cash paid to suppliers	(12,634,973)	(14,092,204)
Cash paid to employees	(3,212,216)	(3,275,724)
Cash paid for interest	(7,291)	(9,463)
Interest received	17,997	30,000
	<b>3,325,768</b>	<b>4,249,932</b>
<b>Financing</b>		
Repayment of long-term debt	(201,833)	(201,833)
<b>Investing</b>		
Purchase of capital assets	(13,435)	(40,727)
<b>Increase in cash resources</b>	<b>3,110,500</b>	<b>4,007,372</b>
<b>Cash resources, beginning of year</b>	<b>6,599,253</b>	<b>2,591,881</b>
<b>Cash resources, end of year</b>	<b>9,709,753</b>	<b>6,599,253</b>

The accompanying notes are an integral part of these financial statements





## *I Talked With The Moon*

I talked with the moon tonight  
I asked her for a favor  
I asked her to cover you  
I asked her to visit your waters  
To take love and forgiveness  
To dip it in moonlight  
To offer it to you  
And once you had enough  
To remind you, "He is thirsty, too"

*From Beautiful Razor: Love Songs and Other Lies*  
(Al Hunter, Kegedonce Press, 2012)  
(From Rainy River FN, ON)











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