



**Animikii Ozoson**  
CHILD & FAMILY SERVICES

*Bridging  
our  
Children  
Families  
and  
Indigenous  
Communities*

**Annual  
General  
Report**

**2022 – 2023**



## Grandmother Drum

*Mashkode-Bizhiki Biijibatoo* (Running Buffalo)





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 2022-2023 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, developing, and supporting operational policies and procedures that promote accountability and recognizing the ever-changing environment of child welfare delivery, federal legislation, and most of all new First Nation children's legislation. 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.

I became the new President of the Board of Directors on September 22, 2022. I underwent succession training from the previous President of the Board Marlyn Bennett. I wish to acknowledge Marlyn's impeccable leadership and the many years she was the President of the Board. Meegwetch Marlyn. I am very excited to be the new President/Chairperson of this remarkable agency and

alongside my fellow Board members. I am so proud to have seen the strides Animikii has made over the years and the continued efforts and commitment from my fellow Board members to govern this agency during so many challenging but exciting times of evolution. I have actively participated in joint activities between the agency and our Ontario First Nations and stakeholders. I see



## Message from the Board of Directors – continued

the strength that these partnerships have evolved into to better serve the children and families.

A bit about myself, I am from Treaty 3 Territory in Northwestern Ontario, and a member of the North West Angle #33 First Nation. I have strong connections with my community and spend much time on the land hunting and fishing. I am traditional and partake in many Indigenous cultural events. I am proud that my son is following in my direction. Most of my career has been in federal corrections.

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. The Board recognizes that the operational activities over the past year would not have occurred as seamless and successful as it has under the 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 a successful inter-provincial model.

In closing the Board would like to thank the Executive Director, management, all staff, kinship and foster parents, and our Ontario First Nations, 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 17th Annual Report for the 2022-2023 fiscal year. It attests to excellence in service delivery 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.

*Meegwetch*

**All our Relations  
Board President Wesley Nelson  
and the Board of Directors  
2022–2023**







## Message from the Executive Director Trudy Lavallee BOOZHOO GAKINA IN-DEN-WE-MAAG-NAAG (ALL MY RELATIONS)

On behalf of the agency, the Board of Directors, and our staff, I am pleased to present the 2022-23 Annual Report. I acknowledge the Indigenous lands we are on and 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 give recognition to the agency's sacred items and our Elders Clarence White and Dennis Morrison (Bebahmoytung).

The theme for our Annual Report remains "Bridging Our Children, Families and Communities". The main thrust of our service delivery entails working closely with



our Ontario First Nations notably through both the Band Representative and the First Nation's child welfare programs. Our work largely focusses on joint case management and compliance with the First Nation's sovereign rights, law, and the federal legislation. "An Act respecting First Nations, Inuit and Métis children, Youth

and Families" (FNIMCYF). This theme remains "fitting" regarding the collaborative

relationships established with our Ontario First Nations accomplished since our inception. It's essential to ensure our Ontario First Nations are wholly involved in the planning of preventative services for their Band members to ensure children don't come into care and/or good supports are in place to help strengthen families so their children are reunited and have familial and cultural connections. As of March 31, 2023, AOCFS provided services to families and children belonging to 54 FN communities in Ontario, overall, 92 First Nations across Canada. This number can fluctuate at any time. In the past fiscal year, Animikii has seen approximately a 1% month to month reduction of children in care.

The agency continues to build strong relationships with our Ontario First Nation counterparts through other community awareness activities such as attending Ontario First Nation events and meeting with leadership, ie. Keewaytinook Okimakanak (6 Ontario First Nations in northern Ontario); having Ontario First Nations attend Manitoba First Nation CFS led events, such as the Governance Gathering amongst other types of activities. We know that for Animikii to perform meaningful work for Ontario FN children, youth, and families, it's imperative that their communities are involved in much agency endeavours and vice versa. We are pleased that our Ontario First Nations have a "hands on" approach to working with and supporting the agency. Gitchi Meegwetch.

Opportunities, and some with its challenges continue to rise, and the landscape of

Indigenous child welfare is rapidly changing because of both tripartite and bi-lateral consultations amongst the Province, the Federal Government and Indigenous Leaders who have called for the Province and Government of Canada to address the high number of Indigenous children in care, keep children connected with family and culture and reunify families. This occurred in conjunction with the push from the Tribunal rulings which found Canada culpable for funding inequities regarding First Nation children who are a federal responsibility. These pressures on the province have led to a different funding model known as the Single Envelope (SEF). As Animikii is not federally funded currently, the agency does not benefit from the current federal (Indigenous Services Canada) Prevention funding approach to First Nations. In March 2022, the Canadian Human Rights Tribunal (CHRT) issued consent order 2022 CHRT 8, ordering ISC to provide additional prevention funding to prevent children from being at risk of or experiencing maltreatment and to support families. This new prevention model of funding has been provided to FNCFS agencies (that are federally funded) to provide prevention services. This model encompasses a calculation based on \$2,500 per capita. The funding can be shared between the First Nation and the federally funded FNCFS agency. The prevention funding, however, can also solely flow to the First Nation upon the Indigenous Governing Body's (IGB) direction and decision. Unfortunately, Animikii currently, continues to not benefit from this direct funding. Indian status children with Animikii are not afforded the same level of financial resources as other Indian status children under the care of the other federally funded FNCFS agencies here in Manitoba. Opportunities for Animikii in this area is the

ability of our IGB's in Ontario to assist with some prevention and family reunification planning and costs. This has occurred. Animikii prides itself on successful relationship building with our Ontario First Nations.

Animikii is one of the lead plaintiffs in a claim against the Province of Manitoba for its illegal application of the clawback of the Children's Special Allowance (CSA) of off-reserve Indigenous children in care. This Provincial clawback of the CSA had been in place from 2006 to 2019. On May 18, 2022, Justice Edmond of Manitoba King's Bench released his joint decision in favour of the First Nations agencies that Manitoba's clawback was discriminatory since it had an adverse impact on off-reserve Indigenous children in care. This clawback will also include all children in care of Animikii, whether Indigenous or not. Meetings will continue to determine the administration of the claw back of CSA funds.

Animikii was recipient of 33 transfer cases from Peguis Child and Family Services due to Peguis "drawing down" their laws as per the new federal legislation. We applaud Peguis FN on this milestone and recognition of their sovereign rights. There were, however, some initial/beginning challenges regarding the transfer of funding for these children. It's incumbent that the province and federal governments ensure seamless transfers of funding for children leaving their previous agency and going elsewhere as a direct result of the implementation of the new federal act in the Indigenous Governing Body. We hope that these "hiccups" of stalled funding does not go forward as a trend. The transfer funding MUST follow the children to their respective agencies. Children cannot "fall through the cracks" because of new federal and provincial



funding and policies corresponding with Bill C92. Animikii anticipates more children coming from other IGB's that no longer recognize these children as members of their respective mandates.

The agency entered collective bargaining in November 2022 to negotiate and ratify the renewal of the collective agreement between AOCFS and Manitoba General Employees Union (#443). In March 2022, we knew that overall MGEU would be renewing collective agreements within the government and social services sector, including Animikii. The restrictions under the Single Envelope Funding model will significantly pose funding challenges and hardships for Animikii. We anticipate provincial funding enhancements to bring our agency's workforce to par with the other mandated CFS agencies and hope to finalize the new Collective Agreement in the spring of 2023.

Regardless, AOCFS strives to maintain a stable, committed, and dedicated workforce. Our agency continues to benefit from well trained staff, grounded in the philosophy and ceremony of the agency and guided by strong committed board members, elders and communities with whom we work. This year our board continues to Indigenize board bylaws and enhance codes of conduct and setting the stage for the agency to become even more culturally proficient. Senior Management and Human Resources has also strengthened Indigenous practices. Board Members have a broad range of skills with most grounded in social services, justice, and education sector work. Three of the Board Members are treaty to Ontario First Nation communities and one to Manitoba.

I would like to acknowledge the partnership we've established with the Institute of Fiscal Studies and Democracy (IFSD). We are working with IFSD to formulate a case study on Animikii to profile the inequities our agency and our Indian status children in care face in regard to provincial and federal jurisdictional matters. I also take this opportunity to acknowledge the Children's Aid Foundation of Canada and the grant we received under their Youth Mental Health Fund. This grant has helped the agency to fund and deliver more culturally supportive mental health services to our youth and young adults.

We thank our main stakeholders, the Southern First Nation Network of Care, the Southern Chiefs Organization, Grand Council Treaty 3, Keewatinook Okimakanak, our Ontario First Nations communities, Band Representatives and agencies in Ontario and Manitoba, our third party service providers, our law firm Cochrane Saxberg Johnston Johnson Scarcello LLP, the Family Advocate Office of the Assembly of Manitoba Chiefs, Provincial Department of Families, Manitoba Advocate Children and Youth, Winnipeg Police Department and Justice and all other stakeholders we work with to ensure our children and families are supported.

I wish to thank my Board of Directors for their support and guidance to me through their vision and direction the agency is moving in as we continue to closely work with our Ontario First Nations to ensure our children, families and communities are reunited and connected. I thank ALL my hard working, diligent, talented, and committed staff at the agency. Without their keen desire and unwavering energy to ensure the needs of our children are met in conjunction that our families and communities

are part of decisions, we couldn't perform at the high standard that we do!

Most of all I would like to tribute this year's Annual Report to the children and families we are honored to serve and to recognize the sacrifices our children and families have endured as they travel together to make a good life.

*Meegwetch*

**TRUDY L. LAVALLEE**  
EXECUTIVE DIRECTOR



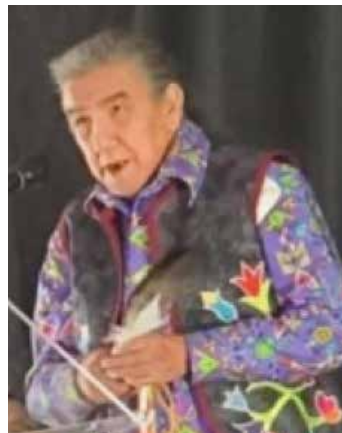
## Remembering and Honouring ADOLPHUS CAMERON

AOCFS is saddened at the recent loss of our close colleague and friend, Adolphus Cameron, who passed away on July 28, 2023. Adolphus Cameron was a community member with Wabaseemoong FN in Ontario and worked with AOCFS in developing, and evolving an interjurisdictional protocol to guide services for families and children from his community living in Manitoba and receiving services from AOCFS. His efforts have contributed to the strides of Indian child welfare development in Ontario and across Canada.



His wisdom, dedication, and most importantly his humor will be greatly missed, but the knowledge he shared, his passion and empowerment of families and children will always be with us.

AOCFS wishes to express it's sincere condolences to Adolphus' family, friends and community for their loss of a caring and passionate man that has inspired the minds of those that had the honor of spending time with him.



*Mii-gii-giizhitood odanokiiwin omaa akiing*



## Vision Statement

Strong Hearts and Minds,  
Strong Families,  
Beautiful Children,  
Strong Community 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:

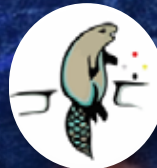
## *Love:*

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



## *Truth:*

Be accountable and recognize truth as an opportunity to grow.



## *Wisdom:*

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



## *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.

## *Honesty:*

Be transparent, open, clear and act with integrity.



## *Respect:*

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







## Independent Living Program

On March 31, 2023, there were 337 permanent wards representing 72% of the total number of children in care. Out of 337 Permanent wards, we have a total of 173 (51 %) Permanent wards aged 11-17. With the assumption that permanent wards remain in care till age of majority, many 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 Life Skills Program (8 weeks) is for youth in care. The purpose of the program was to assist our youth approaching age of majority with necessary life skills such as budgeting, positive relationships/ support network, mental health coping skills, and indigenous history, with a culturally appropriate focus. The program included cultural teachings and ceremonies (sweat and name ceremony at St. Norbert Arts Centre). Program dates included:

- **October 2022 to November 2022**  
13 youth registered (5 completed the program)
- **April 2023 to June 2023**  
11 youth registered (3 completed the program)



### MENTORSHIP ESSENTIAL SKILLS PROGRAM

This is a 6-week program that provided certificates and incentives to those who completed the program. The goal of the program was to assist our youth gain the essential skills and resources to transition from dependent to independent life.

The program supportively encouraged our youth to be independent through learning essential life skills and daily responsibilities such as transportation, budgeting, housing, mental health support, job searching, networks within community, medical connections and cultural and spiritual support. Youth participants practiced a variety of specific tasks to bring awareness of independent resources and encouraged a positive connection with community networks.

This program was offered from January 2023 to March 2023, with five youth completing the program.



## MY CULTURE PROGRAM

My Culture Program was developed for or youth in care and young adults on agreement for extended services with the agency ages 14 – 20. With a focus on cultural identity, each youth/young adult had the opportunity to learn and live their traditional values and teachings. Cultural enhancement activities helped them to develop a sense of pride in who they are. Program dates included:

- **October 2022 to November 2022**  
9 youth registered  
(7 completed the program)

## BEST OF BOTH WORLD'S PROGRAM

This was an eight week trauma-informed, strengths based, healing centered program that incorporated Albert Marshall's two-eyed seeing principle/ By utilizing the lived/living experiences pf the participants, co-creating Indigenous programming made by Indigenous people for Indigenous people.

Each group session was 4 hours in length and began with a participant helping the facilitator in preparing for a pipe ceremony. The remainder for the program was facilitated using the sharing circle perspective. Group session work was hands on and experiential utilizing both Indigenous pedagogies and Western methodologies. Group session topics included group building, history and it's impact, trauma and development, awareness, and internalization, choice and responsibility, healing versus healed, relationship building and graduation.

Program was offered from February 2023 to March 2023, with 5 youth graduating the program.



## Prevention Programming

In efforts to prevent children from coming into care and/or returning to care, the Agency continued to facilitate in-house prevention programs.

### A Women's Circle of Care Support Group

was also offered as a 8-session program for women to share experiences associated with personal circumstance in a group setting. By providing opportunities for growth and healing weekly topics addressed wellness of mind, body, emotion and spirit as well as culturally relevant activities so that participants were able to strengthen their connections to culture and identity. The program was offered the following dates:

- **September 1 – November 3, 2022**  
8 participants.
- **December 1 – February 3, 2023**  
8 participants.



## **Kinship Caregiver Recognition**

### **DOUGLAS FAWCETT**

In honor of this year's Annual General Meeting, Douglas Fawcett has been chosen to be recognized as this year's outstanding kinship caregiver.

Douglas has been caring for his two grandchildren under kinship care since December 15, 2022. Douglas was identified to care for his grandchildren to ensure the children are provided with the consistency of love, family and culture. Douglas has provided outstanding care to his grandchildren. He has been their safe place, their trusting, consistent, loving adult since they came into care. Douglas has put the care and needs of his grandchildren before his own, to ensure that they have what they need to thrive. Douglas is an active caregiver, involved in all aspects of the children's lives, including accompanying the children to attend family visits.

Douglas is a humble, gentle, and kind caregiver, with a great sense of humor. Douglas has made an unwavering commitment to his grandchildren to be their protector and nurturer, and to support them for as long as required.

It has been a pleasure to work with Douglas.

On behalf of the Agency, we would like to take this opportunity to thank Douglas for all that he has done for his grandchildren as a kinship caregiver with our agency.

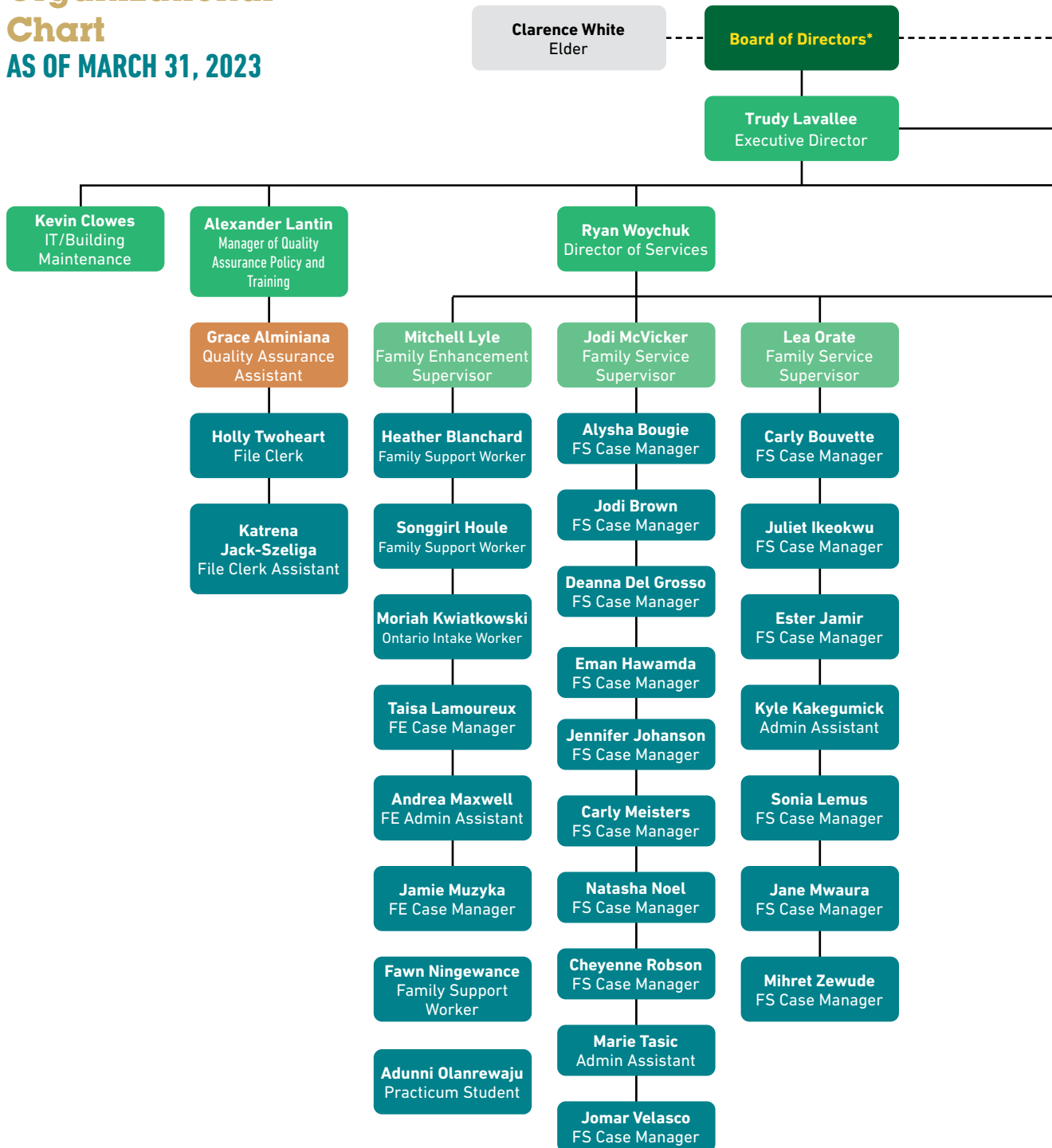






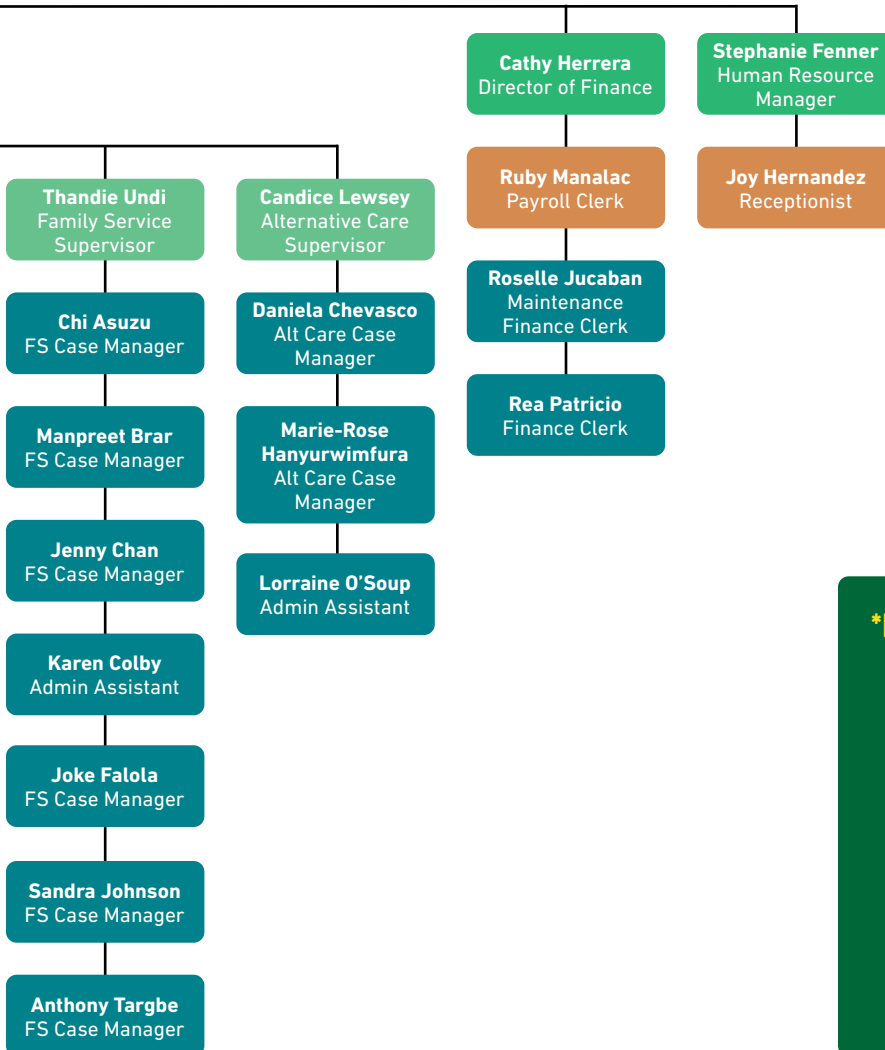
# Organizational Chart

AS OF MARCH 31, 2023



**Dennis Morrison**  
(Bebahmoytung)  
Knowledge Keeper

**Emma Bradley**  
Executive Assistant



### \*Board of Directors

**Wesley Nelson**  
President

**Marlyn Bennett**  
Member

**Sue Hudson**  
Member

**Lucy Fowler**  
Member

**Joe Katcheconais**  
Member

**Maria Morrison**  
Member



## Services to Children and Families

There have been many changes and challenges faced over the past year, but our service teams continued to provide collaborative support to

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.

During the past year, AOCFS has been meeting on an ongoing basis with our FN communities in ON for direction and collaboration on how

to continue to build a network of support for families and strengthen the bridge of community and family connection for children in agency care. Our planning and collaboration resulted in numerous children reconnecting with family and children formally in care of AOCFS being placed with family in the community.

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.

**Ryan Woychuk**  
Director of Services



## 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, 2023, 73% 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 14 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, 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 and culture.





## Family Enhancement/Prevention

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 Services

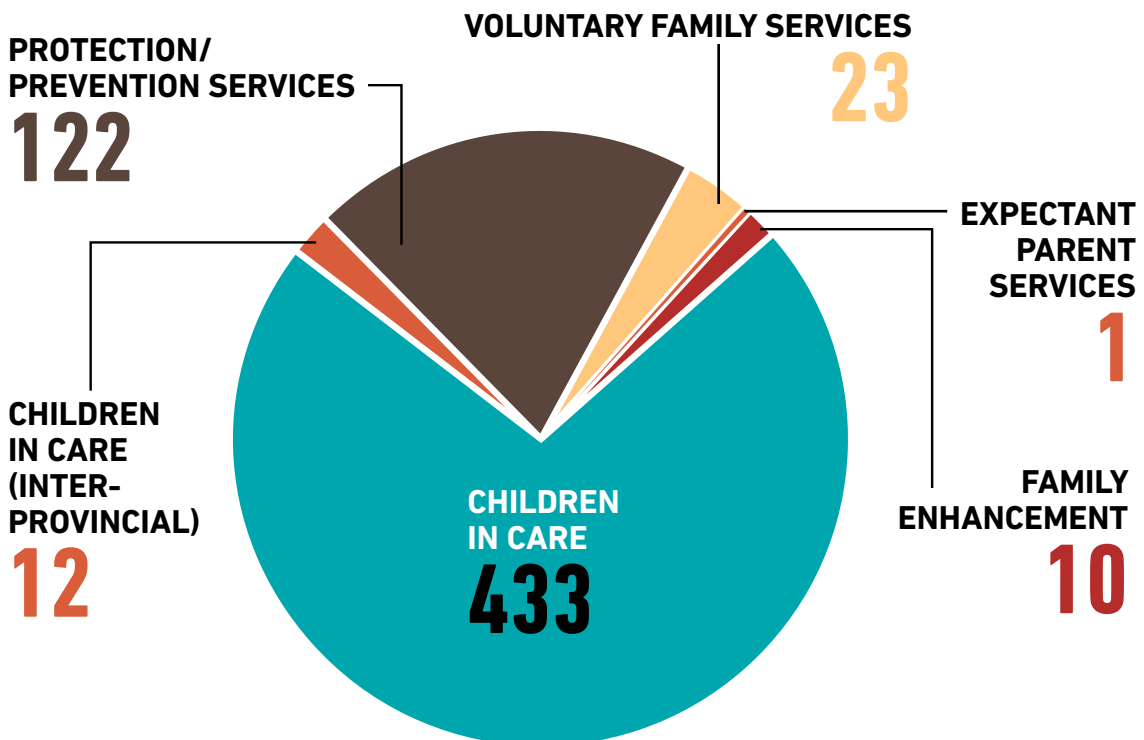
During the past fiscal year, the agency had three Family Service teams (Team Jodi, Team Thandie and Team Lea) and one Family Enhancement team (Team Mitchell) providing mandated preservation and protection services to children and families. The primary responsibilities of these teams was to preserve families,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

Our teams make every attempt to work from a preventative, 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, 2023, the Agency's case count, all-inclusive was 601; 156 family service files (inclusive) and 445 children-in-care (including 12 courtesy supervision CIC cases from Ontario). Out of the 156 family service files, 122 were receiving protection services (PRT), 23 were receiving Voluntary Services (VFS), 10 were receiving Family Enhancement (FE) services, and 1 was receiving Expectant Parent Services (EPS). On average, however, our total case count hovers around 625 throughout the year.

### AOCFS Case Count 2022/2023



## Services to Families and Children

Fiscal Year	2018/19		2019/20		2020/21		2021/22		2022/23	
Case Type	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov
Voluntary Family Service – financial assistance only		0		0		0		0		0
Voluntary Family Service – EPS		1		0		0		0		1
Voluntary Family Service		1		9		12		21		23
Family Enhancement		23		13		20		15		10
Protection		183		156		129		136		122
Protection – EPS		2		3		0		0		0
Children in Care		435		412		417		418		433
Children in Care – Supervision		19		17		14		14		12
Adoption		0		0		0		0		0
Foster Care Management		151		152		153		144		132



### Family Service Files per Community Served

At the end of March 31, 2023, the Agency provided services to 156 families. Out of the 156 families receiving services from the Agency, 114 (73%) have ties to First Nation communities in Ontario.

Ontario First Nation Communities	
Anishinaabeg of Naongashiing FN (Big Island FN)	4
Aroland FN	1
Asubpeeschoseewagong Netum Anishinabek (Grassy Narrows FN)	5
Bearfoot Onondaga FN	1
Couchiching FN	1
Deer Lake FN	5
Eabametoong FN (Fort Hope FN)	1
Flying Post FN	1
Fort Severn FN	2
Ginoogaming FN (Long Lake #77 FN)	1
Iskatewi-zaaga'iganiing 40 FN (Shoal Lake #40)	4
Iskatewizaagegan 39 Independent FN (Shoal Lake #39)	2
Keewaywin FN	6
Ketegaunseebee FN (Garden River FN)	1
Kiashke Zaaging Anishinaabek (Gull Bay FN)	4
Kingfisher FN	1
Lac des Mille Lacs FN	2
Lac Seul FN	11
Long Lake #58 FN	2
Mishkeegogamang FN (Osnaburgh FN)	1
Mishkosiminiziibiing FN (Big Grassy River FN)	1
Muskrat Dam FN	1
Naotkamegwanning FN (Whitefish Bay FN)	7
Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	11
Neyaashiinigmiing FN (Chippewas of Nawash FN)	1
Niisaachewan Anishinaabe Nation (Dalles FN)	1
North Spirit Lake FN	4
Northwest Angle #33 FN	2
Obashkaandagaang Bay FN (Washagamis Bay FN)	2
Ojibways of Onigaming FN (Sabaskong FN)	1
Pikangikum FN	1
Poplar Hill FN	1
Rainy River FN	1
Sachigo Lake FN	1
Seine River FN	3
Temagami FN	1
Tyendinaga Mohawk Territory (Mohawks of the Bay of Quinte FN)	1
Wabaseemoong Independent Nation (Whitedog FN)	11
Wabauskang FN	1
Wabigoon Lake Ojibway Nation	1
Wauzhushk Onigum FN (Rat Portage FN)	2
Whitesand FN	2
Wikwemikong FN	1
<b>TOTAL</b>	<b>114</b>

Manitoba First Nation Communities	
Bloodvein FN	1
Brokenhead FN	1
Buffalo Point FN	1
Garden Hill FN	1
God's Lake Narrows FN	2
Lake St. Martin FN	1
Misipawistik Cree Nation (Grand Rapids FN)	1
Nisichawayasihk Cree Nation (Nelson House Cree Nation)	1
Norway House Cree Nation	1
Peguis FN	3
Pimicikamak Cree Nation (Cross Lake Band)	3
Red Sucker Lake FN	1
Sagkeeng FN	1
Sandy Bay FN	1
Tataskweyak Cree Nation (Split Lake FN)	1
Wasagamack FN	1
Waywayseecappo FN	1
Wuskwi Sipiik FN (Indian Birch FN)	1
<b>TOTAL</b>	<b>23</b>

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

Saskatchewan First Nation Communities	
Cegakin FN (Carry the Kettle FN)	1
<b>TOTAL</b>	<b>1</b>

Other	
Metis	10
Not Aboriginal	6
Not Determined	1
<b>TOTAL</b>	<b>17</b>

<b>GRAND TOTAL</b>	<b>156</b>
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### Notice of Significant Measure (NSM)

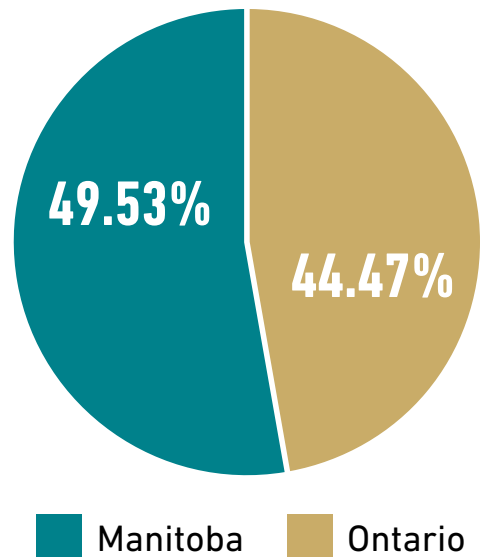
As of March 31, 2023, AOCFS provided services to families and children belonging to 54 FN communities in Ontario, overall, 92 First Nations across Canada. As mentioned in Executive Director's welcoming summary, the introduction of Federal legislation has created opportunities for collaborative case management between AOCFS and Indigenous Governing Bodies (IGBs). Section 12(1) of federal legislation, "An Act respecting First Nations, Inuit and Métis children, Youth and

Families" (FNIMCYF) requires mandated agencies to notify the child's parents, caregivers and the Indigenous Governing Body (IGB) for the child's community when a significant measure is being taken on a child in the context of providing child and family services.

From April 2022 to March 2023, AOCFS sent Notices of Significant Measures (NSMs) regarding 93 children to identified First Nations IGB.

	MB	ON	GRAND TOTAL
April 2022	3	3	6
May 2022	5	6	11
June 2022	14	9	23
July 2022	0	2	2
August 2022	1	1	2
September 2022	6	2	8
October 2022	1	1	2
November 2022	0	6	6
December 2022	0	0	0
January 2023	0	0	0
February 2023	10	5	15
March 2023	9	9	18
<b>GRAND TOTAL</b>	<b>49</b>	<b>44</b>	<b>93</b>

NSMs (2022/2023 Fiscal Year)



### IGB Letters (April 2022 – March 2023)

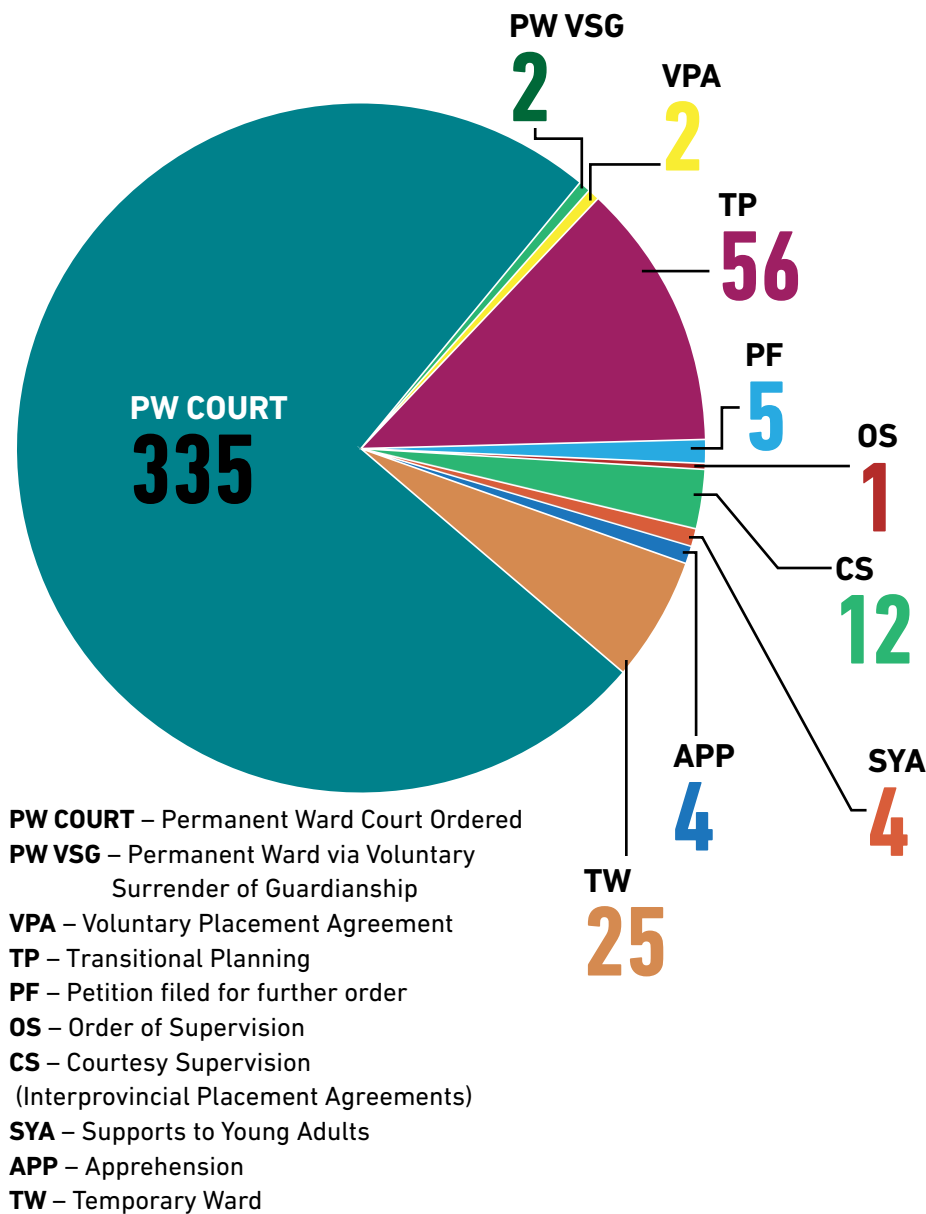
AOCFS received IGB notification for 12 FN communities in the 2022/23 fiscal year (7 MB FN and 5 ON FN communities)

PROVINCE	COMMUNITY	ENGLISH NAME	INDIGENOUS GOVERNING BODY
MB	Bunibonibee Cree Nation	Oxford House FN	Keewatin Tribal Council
MB	Fox Lake FN	Fox Lake FN	Keewatin Tribal Council
MB	God's Lake Narrows FN	God's Lake Narrows FN	Keewatin Tribal Council
MB	Manto Sipi Cree Nation	God's River FN	Keewatin Tribal Council
MB	Sayisi Dene FN	Sayisi Dene FN	Keewatin Tribal Council
MB	War Lake FN	War Lake FN	Keewatin Tribal Council
MB	York Factory FN	York Factory FN	Keewatin Tribal Council
ON	Biigtigong Nishnaabeg First Nation	Ojibways of Pic River	Biigtigong Nishnaabeg Band Representative Program
ON	Lac Seul First Nation	Lac Seul First Nation	Lac Seul First Nation Child Advocate Program
ON	Northwest Angle #33 FN	Northwest Angle #33 FN	Northwest Angle #33 First Nation Band Representative Program
ON	Rainy River First Nation	Rainy River First Nation	Rainy River First Nation Community Care Program
ON	Shoal Lake No. 40 First Nation	Shoal Lake No. 40 First Nation	Shoal Lake No. 40 First Nation Chief and Council



## Services to Children, Youth and Adults

As of March 31, 2023, the Agency reported 445 children, youth and adults receiving services. Out of the 445 children, youth and adults receiving services, 56 were adults on an extension of services, 4 were adults receiving the Social Services Administration Act grant, and 12 were children in care from different provinces receiving courtesy supervision services (12 children in care with Ontario).



## Services to Children, Youth and Adults

Fiscal Year	2018/19		2019/20		2020/21		2021/22		2022/23	
Legal Status	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov
Apprehension (APP)		5		5		10		7		4
Temporary Ward (TW)		47		31		25		21		25
Perm. Ward: Court (PW: Court)		319		330		312		309		335
Perm. Ward: VSG (PW:VSG)		3		3		3		1		2
Voluntary Placement Agreement (VPA)		7		2		1		7		2
Transitional Planning (TP)		38		36		52		58		56
Petition Filed (TW PF)		16		5		14		15		5
Order of Supervision		1		2		4		1		1
Courtesy Supervision (Interprovincial Placement Agreements)		18		17		14		14		12
Supports to Young Adults (SYA)		0		0		0		0		4

### Children-In Care/Youth and Adults per Community Served

As of March 31, 2023, the Agency reported 445 children, youth and adults receiving services. Out of the 445 children, 12 were children in care from different provinces. Out of the 445 children in care with AOCFS, 326 (73%) 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)	4
Animbigoo Zaagi'igan Anishinaabek FN (Lake Nipigon Ojibway FN)	1
Anishinaabeg of Naongashiing FN (Big Island FN)	6
Aroland FN	1
Asubpeeschoseewagong Netum Anishinabek (Grassy Narrows FN)	14
Bearskin Lake FN	2
Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay FN)	1
Couchiching FN	4
Deer Lake FN	16
Eabametoong FN (Fort Hope FN)	6
Fort Severn FN	5
Fort William FN	1
Iskatewi-zaaga'iganiing 40 FN (Shoal Lake #40)	9
Iskatewizaagegan 39 Independent FN (Shoal Lake #39)	10
Keewaywin FN	15
Kiashe Zaaging Anishinaabek (Gull Bay FN)	8
Kingfisher FN	6
Kitchenuhmaykoosib Inninuwug FN (Big Trout Lake FN)	2
Lac la Croix FN	2
Lac Seul FN	17
Long Lake #58 FN	10
Marten Falls FN	9
Migisi Sahgaigan FN (Eagle Lake FN)	5
Mishkeegogamang FN (Osnaburgh FN)	20
Mishkosiminiziibiing FN (Big Grassy River FN)	3
Mitaanjigaming (Stanjikoming)	1
Muskrat Dam FN	3
Naotkamegwaning FN (Whitefish Bay FN)	6
Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	62
North Spirit Lake FN	11
Northwest Angle #33 FN	8
Obashkaandagaang Bay FN (Washagamis Bay FN)	4
Ojibways of Onigaming FN (Sabaskong FN)	4
Pikangikum FN	3
Poplar Hill FN	2
Rainy River FN	4
Sachigo Lake FN	5
Seine River FN	2
Temagami FN	2
Wabaseemoong Independent Nation (Whitedog FN)	12
Wabigoon Lake Ojibway Nation	8
Wauzhushk Onigum FN (Rat Portage FN)	3
Whitesand FN	2
Wikwemikong FN	4
<b>TOTAL</b>	<b>326</b>

Manitoba First Nation Communities	
Berens River FN	3
Black River FN	6
Bloodvein FN	4
Brokenhead FN	1
Buffalo Point FN	1
Chemawawin FN	1
Garden Hill FN	2
Hollow Water FN	3
Kinonjeoshtegon FN (Jackhead FN)	1
Lake Manitoba FN	2
Lake St. Martin FN	1
Long Plain FN	1
Mosakahiken Cree Nation (Moose Lake Cree Nation)	1
Norway House FN	2
Peguis FN	24
Pimicikamak Cree Nation (Cross Lake Band)	1
Red Sucker Lake FN	7
Roseau River FN	1
Sagkeeng FN	5
Sayisi Dene FN	3
Skownan FN	1
St. Theresa Point FN	5
Tataskweyak Cree Nation	2
Tootinaowaziibeeng FN (Valley River FN)	2
Waywayseecappo FN	1
<b>TOTAL</b>	<b>81</b>

Alberta First Nation Communities	
Siksika FN	2
<b>TOTAL</b>	<b>2</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)	2
Cote FN	7
Peter Ballantyne Cree Nation	1
Zagime Anishinabek FN (Sakimay FN)	3
<b>TOTAL</b>	<b>13</b>

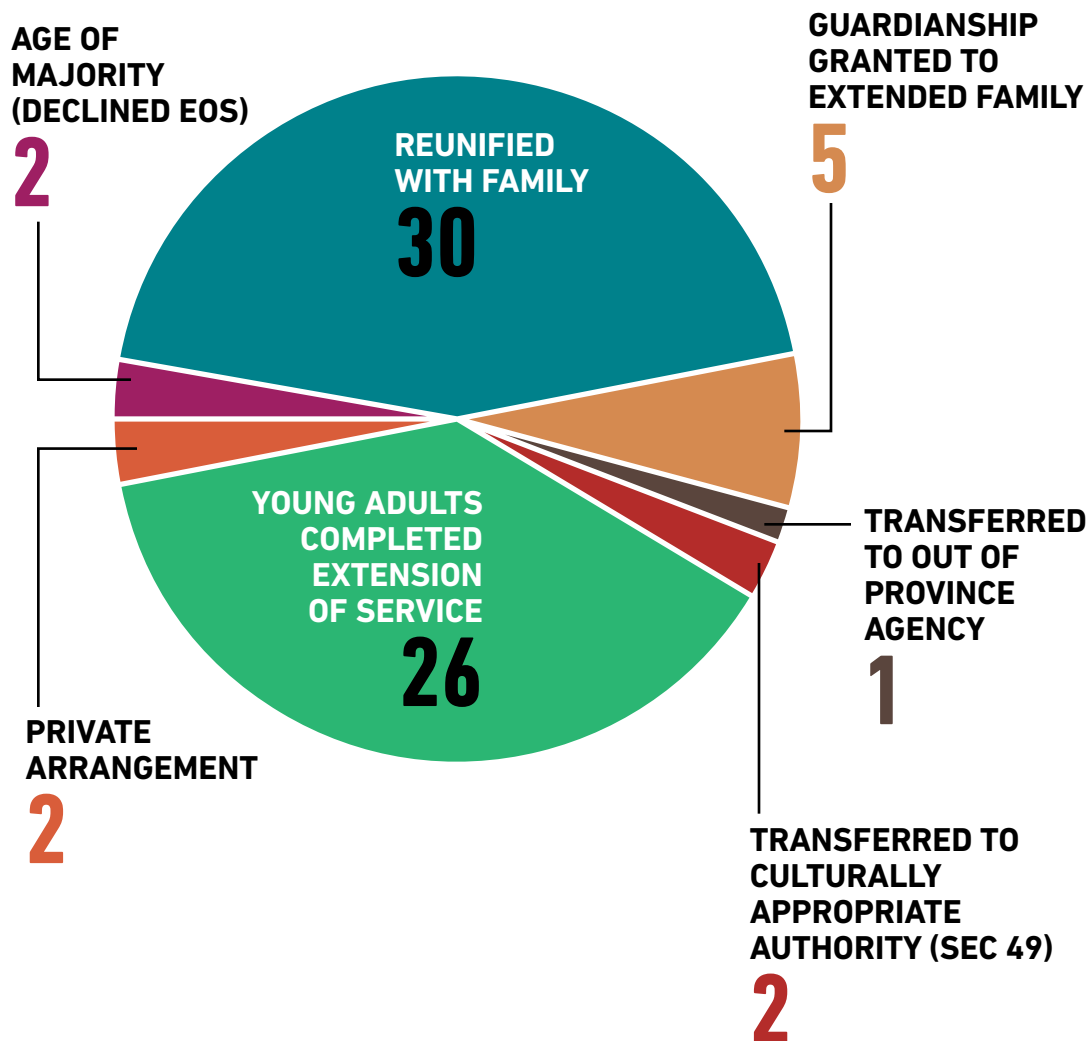
Other	
Metis	10
Not Aboriginal	11
Not Determined	1
<b>TOTAL</b>	<b>22</b>

<b>GRAND TOTAL</b>	<b>445</b>
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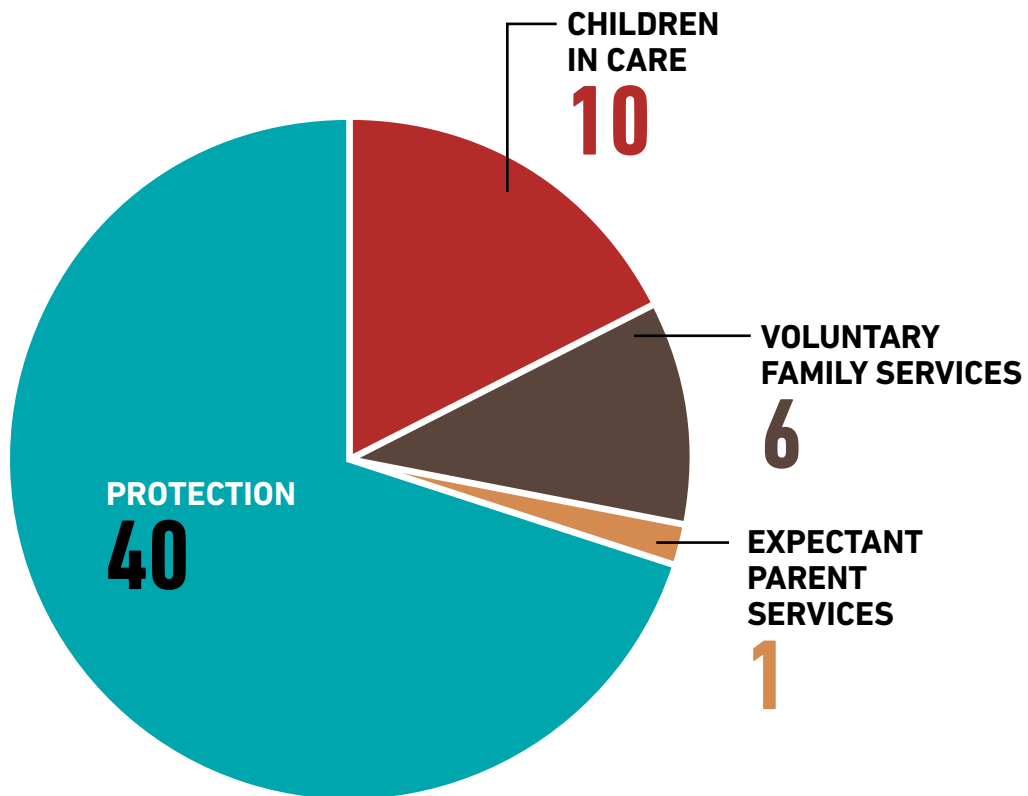
## Children and Youth Discharged from Care and Discontinued Services to Young Adults

As of March 31, 2023, the agency discontinued services to 42 children in care and discontinued extensions of services with 26 adults. Out of the 42 children, 30 were reunified with family, 5 had a guardianship granted to the extended family, 2 were transferred to the Culturally Appropriate Agency, 2 reached the age of majority and declined an Extension of Services, 1 was transferred to the culturally appropriate out of province CFS agency, and 2 were discharged via private arrangement with family.



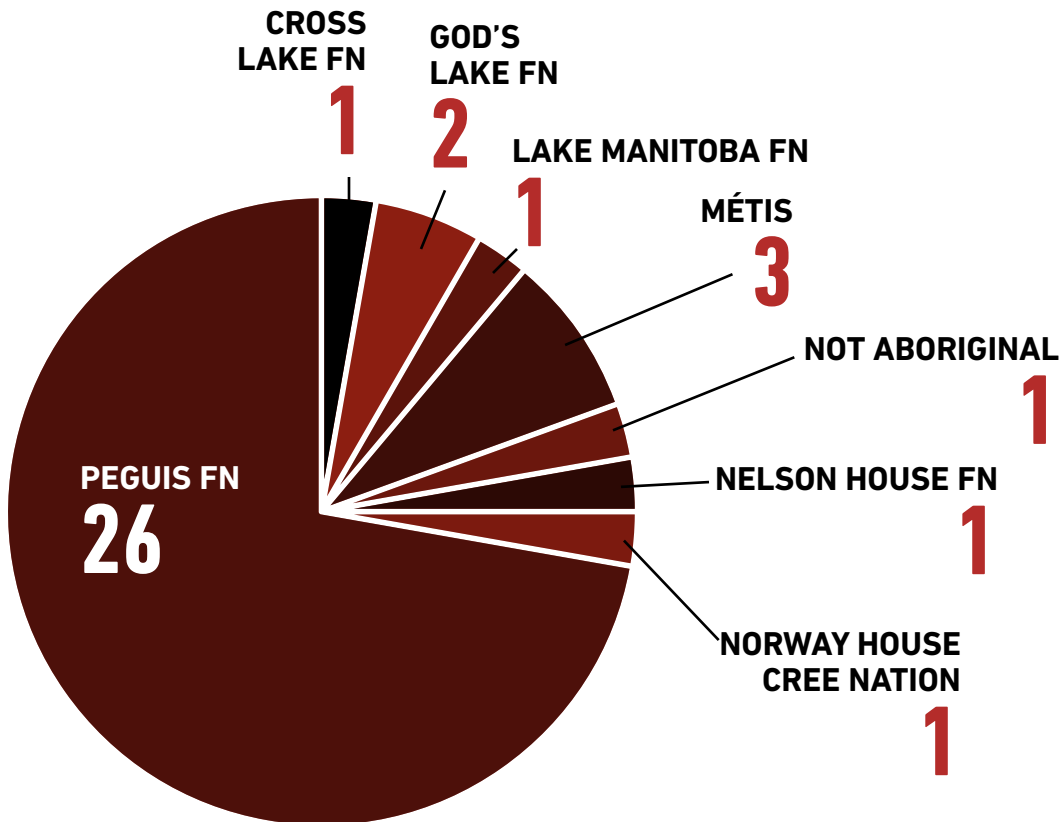
## All Nations Coordinated Response Network Transfers

Most transfers received by AOCFS come from All Nation's Coordinated Response Network (ANCR). As of March 31, 2023, the Agency received a total of 96 external transfers, 57 files transfers were from ANCR. Out of the 57 files transferred from ANCR, 40 were for Protection (Prt), 10 Children in Care (CIC), 6 for Voluntary Family Service (VFS), and 1 for Expectant Parent Services (EPS).



## DEFAULT TRANSFERS

Out of the 96 external transfers AOCFS received in the 2022-2023 fiscal year, the agency received 36 files (38%) that were transferred by default. 26 of these transfers were from Peguis CFS (as a result of their First Nation Community Law) and 10 were from ANCR.



## Alternative Care

The Alternative Care Department is responsible for the licensing, supporting and recruiting of 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.



of 66 managed homes per Alternative Care Case Manager. Out of the 132 open resources, 125 were licensed foster homes, 4 were Place of Safety (POS), 2 were new applicants and 1 home was on a 'on hold' status. Out of the 129 active resources, 33 identified as being a culturally appropriate resource.

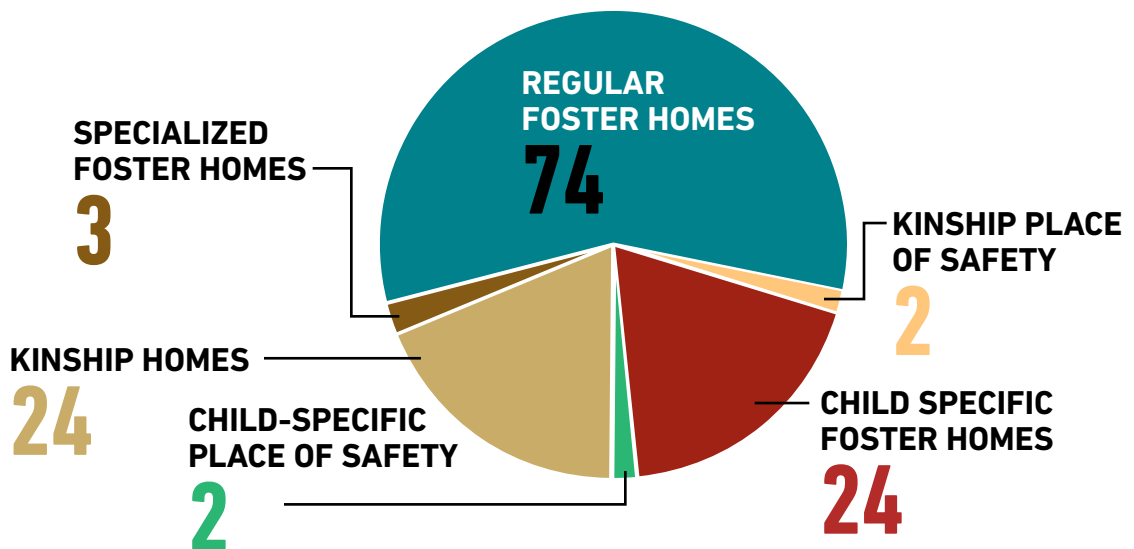
From the 125 active licensed foster homes, 74 were regular foster homes, 24 were licensed as kinship foster homes, 24 were licensed as child-specific foster homes, and 3 were licensed as specialized foster home. Out of the 125 licensed foster homes, 30 identified as culturally appropriate homes.

Out of the 4 Places of Safety, 2 were kinship and 2 were child-specific.

*Miigwetch*

**Candice Lewsey**  
Alternative Care Supervisor

As of March 31, 2023, the Agency had a total of 132 open resources, resulting in an average





## Quality Assurance

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 Manitoba Child Welfare Legislation (and associated legislation), regulations, Federal and Provincial Child Welfare Practice Standards while incorporating a "best practice" approach to service provision for children and families.



### THE QUALITY ASSURANCE DEPARTMENT CONSISTS OF THE FOLLOWING:

**Alexander Lantin**

Manager of Quality Assurance,  
Policy, and Training (MQAPT)

**Grace Alminiana**

Quality Assurance Assistant (QAA)

**Holly Twoheart**

File Clerk

**Katrena Jack-Szeliga**

File Clerk

### DURING THE PAST YEAR, THE QUALITY ASSURANCE DEPARTMENT HAS BEEN VERY BUSY WITH THE FOLLOWING:

#### Quality Assurance

- Provided weekly and monthly statistical analysis reports on agency case counts and agency Child and Family Services Information System (CFSIS) compliance reviews, providing recommendations on how to improve service delivery and accountability for families and children.
- Conducted random "spot checks" on CFSIS to review compliance and quality of work, including compliance with agency policy on completion of intakes, file transfers, file closings, expectant parent services, Notices of Significant Measure (NSM) for Indigenous Governing Bodies (IGB), and proper data entry.
- Completed 3 internal reviews that evaluated staff compliance with Medical Passports for children in care deemed as High-Risk (Medical).

- Attended Quality Assurance and Action Committee meetings facilitated by the Southern First Nations Network of Care (SFNNC) to gather information on upcoming Quality Assurance reviews, changes to procedures, and compliance requirements to practice standards.
- Attended All Nations Coordinated Response (ANCR) Network Steering Committee meetings on behalf of the agency to gather information on changes to ANCR services, ANCR requests to agencies, and to share service concerns.
- Attended meetings with other MB CFS agency representatives to share our knowledge in CFSIS compliance requirements and reports.
- Assisted the Director of Services in preparing agency files for FN community file reviews.
- Conducted a physical file recording review for 600+ cases.
- Assisted the Alternative Care Department with CFSIS data entry and database maintenance.
- Completed 50+ prior contact checks for CFS agencies and organizations assessing people previously or currently affiliated with Animikii for possible employment or placement.
- Completed treaty status applications for almost 100 children in care.



- Continued to implement, track, update, and report on ongoing compliance with external recommendations, ongoing strategic service plan initiatives, and internal reviews. This includes the following:
  - » Maintained an agency CIC Vaccination Rate database and submitted bi-weekly reports to the management team and monthly reports to the Board of Directors.
  - » Maintained a database that listed the contact information for FN communities/ IGB and how they would like to receive NSMs.
  - » Maintained a database that kept track of all NSMs the agency sent out.
  - » Maintained a database that kept track of all AYA applications.
  - » Maintained a database that kept track of agency compliance with Missing CIC Response plans.
  - » Maintained a database that kept track of service providers and service contracts.
  - » Maintained a database that kept track of incoming and outgoing transfers.
  - » Maintained the database that kept track of Identification Documents (e.g., birth certificate, passport, and treaty status card).
  - » Created a car seat database to ensure that all the agency's car seats are accounted for, and expired car seats are not used.
  - » Monitors the agency's Facebook Messenger account to ensure that case managers are informed of messages from children and families received during business hours.

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## Policy

- Developed and revised service-related policies and procedures including the Case Manager Transition policy, Agency Ticketing System policy, CIC Out of Country Travel policy, the agency-specific Lockdown policy, and CIC Behavior Management policy. Some of these policies are still under review.

## Training

- Attended meetings with the SFNNC Education and Training committee to discuss possible training opportunities and training recommendations for child welfare staff.
- Created an Outlook Calendar that contains free and paid child welfare-related training being offered by a variety of organizations. This calendar is shared with supervisors.
- The agency partnered with Okimaw Community & HR Solutions via the Canada Manitoba Job Grant. This partnership has resulted in 580 training hours provided to Animikii staff through Okimaw trainers. Training focused on organizational requirements and stress management in the workplace.
- Facilitated the following in-agency trainings and presentations:
  - » Introduction to Child Welfare Presentation
  - » Introduction to the Child and Family Services Application Training
  - » IGB/NSM Training
  - » Parents' Bill of Rights Presentation
  - » Structured Decision Making (SDM) Training
  - » SDM Refresher
- Coordinated for the following trainings, presentations, and workshops to be offered to staff:
  - » Car Seat Training (Manitoba Public Insurance)
  - » Court Training (Cochrane Saxberg LLP)
  - » FASD Training (Department of Families)
  - » Global Interviewing (Department of Families)
  - » Introduction to Child Abuse Investigation (Department of Families)
  - » Child Abuse Investigations Training (Winnipeg Police Services)
  - » Intro to Truth and Reconciliation (National Center for Truth and Reconciliation)
  - » Safe and Together Model (General Authority)
  - » Street Drugs and Gangs Presentation (Winnipeg Police Service)



- Coordinated with facilitators for the following programs to be offered to children in care:
  - » Best of Both Worlds Indigenous-Based Programming for Youth
  - » Independent Living Program
  - » Mentorship Essential Skills Program
  - » My Culture Program

## Special Projects

- Assisted the Director of Services in reviewing the transfers of non-status Peguis First Nation children from Peguis CFS to Animikii Ozoson CFS to ensure that our agency has all the information needed to provide adequate support to children and their families.
- Completed reviews that were submitted to Indigenous Services Canada (ISC), Institute of Fiscal Studies and Democracy (IFSD), and the SFNNC, to support the agency's request to access adequate funding for our children and families.
- In collaboration with the Executive Director and Director of Services, created a presentation highlighting Animikii's story and services offered to children, families, and communities. This was presented at the North-South gathering of CFS agencies in Manitoba, Our Children Our Way (OCOW) conference in Vancouver, and at the Keewaytinook Okimakanak (KO) meeting in Winnipeg.
- Coordinated with Manitoba Public

Insurance's Identity Verification and Data Integrity department to ensure that the process for attaining a Manitoba Identification Card for children and youth in care is not restrictive.

- Began the process of creating an Orientation Binder for new and current staff. This Orientation Binder will contain agency-specific processes for different common tasks completed by agency staff (e.g., AYA approval process, CFSIS compliance requirements, applying for different identification cards, etc.).
- The QA department is now responsible for creating, updating, and deleting Agency Employment Management files on CFSIS. The QA department continues to build and maintain relationships with the CFSIS Help Desk to ensure that staff's CFSIS access issues are addressed in a timely manner.
- Animikii Ozoson was selected by the Child Protection Branch to pilot the change from hard tokens to soft tokens. In collaboration with the agency's IT specialist, we have been able to transition all staff that have access to CFSIS to the soft tokens with no major issues.
- Recreated and updated the 2006 version "threads" visual of Ontario First Nations with cases open to Animikii Ozoson.
- Created a monthly slideshow displayed on the reception area television that lists important dates for programming, agency events, and training opportunities.

## Practicum Student

- The QA department was given the opportunity to have a practicum student from Yellowquill University College, as part of our team during the 2022-2023 fiscal year who later became an employee with the agency supporting children and families.

We would like to thank the Animikii team for all their hard work during the past year. Thank you everyone!



### Alexander Lantin

Manager of Quality Assurance,  
Policy, and Training



## Human Resource Manager



This year officially marks my second year as Human Resource Manager with Animikii Ozoson CFS (AOCFS). I'm happy to announce that several goals mentioned in our

last years' report for the 2022-2023 fiscal year were completed, successful and or in full swing of being launched!

At the end of the 2022-2023 fiscal year, we had fifty-three (53) permanent employees, and another employee on Mat Leave. Of our total fifty-four (54) employees, fourteen (14) were of Indigenous descent which put us at 25%, up 5% from last year's report.

As our recruitment and retention efforts seem to be successful, we are in a steady climb of employee retention. This has an immediate effect on caseloads for employees, making employees' workload more manageable, and ensures employees have a better work life balance.

As of February 2022, the Agency has entered negotiations with MGEU for our second round of Collective Agreement bargaining. I am hopeful and look forward to working closely with MGEU to make positive impacts on our Employees.

Our HRMS project is another goal I had for this fiscal year. The project is in full swing, and we are in the final stages before rolling out the new HRMS system to the Agency. The HRMS will mean less administrative tasks for employees. This system will make it easier for

Supervisors to track time & attendance and a self-service portal to allow all employees to request time away and access to their own Paid Time Away programs such as vacation, OT, personal time, and sick time.

The AOCFS Help Desk (IT Ticketing System) was my last goal for the 2022-2023 fiscal year and will be rolled out shortly! The Ticketing System is meant to track all in-coming IT & Building Maintenance requests for AOCFS. With this system we can now track the number of requests coming in from employees, and possible gaps in service to employees. The ticketing system further gives us the ability to forecast any possible IT/Maintenance issues for the Agency.

### FUTURE GOALS

Efforts for my 2023-2024 fiscal year will continue to focus on recruitment, retention, and case ratios. Further, I'll be continuing to ensure employees feel they are in a safe and positive work environment.

As we're always looking for ways to improve workloads for employees and departments, Finance and HR are in discussions and planning stages of tethering the HRMS and Payroll systems together. Additionally, I'll be adding HR administrative inquiries to the Ticketing System, furthering our ability to track requests specific to HR, such as statistics, and HRMS inquiries.

Employee engagement is a key factor to success with any organization, this gives employees more opportunity to be heard. I've been working on getting an Employee Engagement Survey done by a third party for AOCFS. With this the Agency can see where there are gaps in services to employees and where we're doing well! It is recommended

to complete Employee Engagement Surveys approximately every three (3) years.

Lastly, I'll be working closely with IT to build an intranet (internal internet) for our AOCFS

team. The intranet is a useful tool that will help improve internal communications, encourage knowledge sharing, and assist employees in finding information within the Agency.

## EMPLOYEE RECOGNITION:

I'd like to take a moment to acknowledge the dedication of several of our employees by highlighting their commitment to our organization. These are significant successes, April 2022-March 2023 marks:

### 10 years for:

Lea Orate, Supervisor  
April 16, 2022

Cathy Herrera, Director of Finance  
April 12, 2022

### 15 years for:

Samantha McDougall  
March 10, 2023

Manager role. Cheyenne successfully gained permanent employment with AOCFS effective September 2022.

Kyle Kakegumick was the face of AOCFS in the role of Reception since 2019. Kyle applied for an Admin Role within the Agency and was our successful candidate effective September 2022.

I want to congratulate and thank our Team, without your support and dedication to our Families and Children, we wouldn't be here!

### Stephanie Fenner

CPHR Candidate  
HR Manager, AOCFS

## OTHER EMPLOYEE ACHIEVEMENTS

Ruby Manalac was promoted from Child Maintenance Clerk to Payroll/Finance Clerk effective June 2022.

Roselle Jucaban was promoted from AP to Child Maintenance Clerk in June 2022.

We are happy to announce that Sandra Johnson, who had previously left AOCFS, has returned effective May 2022.

I would also like to Acknowledge Cheyenne Robson, who completed her practicum here at AOCFS, then applied for a full-time Case





## Information Technology Report



Over the past year at AOCFS we have been busy with our ever-evolving Information Technology infrastructure and applications! Some of the highlights are the our new AOCFS Help Desk (IT Ticketing System) being ready for the 2022-2023 fiscal year and will be rolled out shortly! The Ticketing System is meant to track all

in-coming IT & Building Maintenance requests for AOCFS. With this system we can now track the number of requests coming in from employees, and possible gaps in service to employees. The AOCFS ticketing System gives us the ability to forecast any possible IT/ Maintenance issues for the future to help be more proactive to resolutions. We have been working closely with our HR department to build an intranet (internal internet) for our AOCFS team. The intranet is a useful tool that

helps to improve internal communications, encourage knowledge sharing, and assist employees in finding information within the Agency.

Over the past year we have also updated several of our desktops, laptops and servers to continue to keep highest levels of security updates and software patches. We have updated all boardroom meeting rooms on the 3rd and 4th floor to now have necessary presentation and communication capacity to facilitate more meeting/training space. We have added a security camera to our lobby to help with the overall safety of our clients and staff coming in and out of our building. Lastly, we have started the process to find and secure new photocopiers to replace our aging, dated equipment. We are reviewing information and proposal from different vendors and we should have our new contract secured by the end of the this fiscal year.

Take care.

**Kevin Clowes**

IT & Building Maintenance Specialist



## Finance

It is remarkable to witness how the agency survived from all the challenges it faced from day 1 to date, from dealing with short funding issues, short staffing issues, new legislation, cyber incident, pandemic, and the New Era system in general. I believe AOCFS is well positioned to successfully navigate these challenges and continue to create a better life for all the children and families that we serve. Like every other year since I started with this Agency 10 years ago our Finance department continues to fulfill its role by providing responsible accounting and financial management of Animikii Ozoson Child & Family Services. This has been substantiated by our auditors year to year. AOCFS Finance department carries a very heavy workload but always seems to fulfill its goal to implement strong internal control. I'm proud to say that everybody works extremely well together and truly operates as a team..

### Our committed Finance team includes:

#### Roselle Jucaban

Roselle is primarily responsible for Provincial billings, foster parents' payment, children's special allowances application and cancellation, special rates, agency allowance reconciliation, etc.

#### Ruby Manalac

Ruby is primarily responsible for our Agency payroll, monthly bank reconciliations, deposits, travel bookings, CSA reconciliation, etc.

#### Rea Patricio

Rea is responsible for general accounts payable, accounts receivable, travel reimbursements, monitoring of office supplies, interprovincial revenue & expense reconciliation, etc.



(Left to right: Rea, Ruby, Roselle & Cathy)

Fiscal year 2022-2023 was another challenging year for AOCFS financially. This year, funding issues are causing a huge deficit for the agency. Despite the financial challenges, we still strive to provide a better service to all the children and families we serve ensuring that the best interests of children are met.

Some goals have been completed as follows:

- Cross -training of current team positions.
- Ongoing professional development courses of Finance team.
- Negotiation to secure appropriate operational funding to support the renewal of Collective Agreement and Child Maintenance Funding.
- Continued assistance to the ED in the successful grant application for programs and trainings.

## AUDIT UPDATE

Our audit for the Fiscal Year 2022/2023 was completed by MNP LLP. The results proved to be in accordance with Canadian Accounting Standards for not-for-profit organizations.

Full copy of our audited Financial Report is available on our website at <http://animikii.org/>

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

- Operational funding totalled to \$4.7 million, and the Child Maintenance funding totalled to \$12.7 million for the year ended March 31, 2023, based on the Single Envelope Funding (SEF) for FY 2022-2023.
- Operational expenses totalled to \$5.3 million, increased by 8% from the previous fiscal year of \$4.9 million. Cost increases are related to salaries & benefits, training and purchased services.
- Child maintenance expenses totalled to \$14.07 million, increased by 13% from the previous fiscal year of \$12.4 million. The average daily cost per child is \$89.84 compared to \$78.06 from the prior year. Cost per child increased by 15%. The agency forecasted this increase the last year of the pandemic.

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.
- Work collaboratively with HR to maximize the use of HRMS and help Finance to minimize payroll administrative task.
- Completion of the update and rewrite of our Finance Policy and Procedure Manual.
- To actively support the ED and the Board's vision on the pursuance of federal funding for our CIC, and Bill C-92 development.
- Readiness for a potential restructuring of AOCFS, including transfer dollars associated with children in care.

The strength of this agency is the dedication of the employees to make a significant impact on the lives of all the children and families we serve. Ten (10) years and counting of working with AOCFS is very rewarding. I'm always grateful to be a part of this Agency who values, ethical conduct and the Seven Teachings (Love, Truth, Wisdom, Courage, Humility, Honesty, and Respect). Thanks to my three R's angels (Ruby, Roselle, and Rea) who work together and help me throughout the year.

*Thank you / Miigwetch,*

**Cathy Herrera**

Director of Finance





An aerial photograph of a dense forest. A narrow, dark stream or path winds through the center of the image, surrounded by lush green trees and vegetation. The stream flows from the top center towards the bottom right. The forest is composed of various types of trees, some with lighter green foliage and others with darker green needles. The overall scene is a natural, undisturbed landscape.

## **Independent Auditor's Report**

## Management's Responsibility

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To the Members of Animikii-Ozoon Inc.:

Management is responsible for the preparation and fair presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations and ensuring that all information in the annual report is consistent with the financial statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed primarily of Directors who are neither management nor employees of the Organization. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Organization's external auditors.

MNP LLP is appointed by the Members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

  
Chief Executive Officer  
  
Chief Financial Officer

### MNP LLP

True North Square

242 Hargrave Street, Suite 1200, Winnipeg MB, R3C 0T8

1.877.500.0795 T: 204.775.4531 F: 204.783.8329

## Independent Auditor's Report

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To the Members of Animikii-Ozozon Inc.:

### Opinion

We have audited the financial statements of Animikii-Ozozon Inc. (the "Organization"), which comprise the statement of financial position as at March 31, 2023, 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, 2023, 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.

MNP LLP

True North Square

242 Hargrave Street, Suite 1200, Winnipeg MB, R3C 0T8

1.877.500.0795 T: 204.775.4531 F: 204.783.8329



## 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 20, 2023

*MNP LLP*

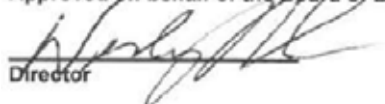
Chartered Professional Accountants

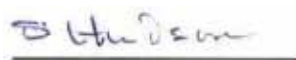


**Animikii-Ozoseon Inc.**  
**Statement of Financial Position**  
*As at March 31, 2023*

	2023	2022
<b>Assets</b>		
<b>Current</b>		
Cash (Note 3)	6,367,920	8,038,730
Accounts receivable (Note 4)	67,233	38,266
Short term investment (Note 5)	35,000	35,000
Prepaid expenses and deposits	41,430	22,395
	<b>6,511,583</b>	8,134,391
<b>Capital assets (Note 6)</b>	<b>209,800</b>	251,929
	<b>6,721,383</b>	8,386,320
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals (Note 7)	1,271,508	1,120,865
Deferred contributions (Note 8)	3,249,616	3,772,561
Working capital advances (Note 9)	735,778	1,137,111
	<b>5,256,902</b>	6,030,537
<b>Net Assets</b>		
Investment in capital assets	209,800	251,929
Unrestricted	1,254,681	2,103,854
	<b>1,464,481</b>	2,355,783
	<b>6,721,383</b>	8,386,320

Approved on behalf of the Board of Directors:

  
 Director

  
 Director

**Animikii-Ozoseon Inc.****Statement of Operations***For the year ended March 31, 2023*

	2023	2022
<b>Revenue</b>		
<b>Southern First Nations Network of Care</b>		
Operations Core	937,754	893,686
Operations Protection	3,270,565	3,059,089
Operations Prevention	425,955	381,887
Operations Other	68,938	68,938
	<b>4,703,212</b>	<b>4,403,600</b>
<b>Province of Manitoba</b>		
Province of Manitoba - Maintenance	12,199,507	11,597,133
Province of Manitoba - Agency Allowance	328,902	203,974
Miscellaneous	168,090	119,124
	<b>12,696,499</b>	<b>11,920,231</b>
<b>Childrens' Special Allowance</b>		
CSA Provincial	2,914,244	4,174,498
<b>Other</b>		
Investment income	236,474	24,247
External Agency Billings	134,021	114,763
Vision Catchers	-	7,523
Education and training	77,604	42,487
	<b>448,099</b>	<b>189,020</b>
<b>Total revenue</b>	<b>20,762,054</b>	<b>20,687,349</b>

*Continued on next page*

**Animikii-Ozson Inc.**  
**Statement of Operations**  
*For the year ended March 31, 2023*

	2023	2022
<b>Total revenue</b> <i>(Continued from previous page)</i>	<b>20,762,054</b>	20,687,349
<b>Core Operations</b>		
Salaries	764,612	737,462
Benefits	105,541	108,779
Operating	896,686	845,169
Audit expense	14,000	14,000
Board of Directors expense	21,414	29,771
Insurance	93,743	83,578
Legal	13,379	29,113
Training	7,875	19,578
Travel	13,173	2,466
	<b>1,930,423</b>	1,869,916
<b>Protection</b>		
Salaries	2,436,038	2,228,917
Benefits	315,460	306,128
Operating	42,783	44,979
Training	52,412	13,855
Travel	109,246	49,416
Purchased services	183,521	127,718
Contracted resources	25,444	30,285
	<b>3,164,904</b>	2,801,298
<b>Prevention</b>		
Salaries	71,995	106,043
Benefits	12,059	12,770
Operating	650	-
Training	256	70
Travel	1,564	953
Purchased services	78,212	62,204
Contracted resources	9,452	20,396
	<b>174,188</b>	202,436
<b>Province of Manitoba</b>		
Agency Allowance	328,902	203,974
Child maintenance	13,739,463	12,217,992
	<b>14,068,365</b>	12,421,966
<b>Childrens' Special Allowance</b>		
CSA Provincial	2,273,930	3,438,586
<b>External Agency Maintenance</b>		
EA maintenance	41,546	40,450
<b>Total expenses</b>	<b>21,653,356</b>	20,774,652
<b>Excess (deficiency) of revenue over expenses</b>	<b>(891,302)</b>	(87,303)

*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, 2023*

	<i>Investment in capital assets</i>	<i>Unrestricted</i>	<b>2023</b>	<b>2022</b>
Net assets, beginning of year	251,929	2,103,854	<b>2,355,783</b>	2,443,086
Excess of revenue over expenses	-	(891,302)	<b>(891,302)</b>	(87,303)
Amortization of capital assets	(67,357)	67,357	-	-
Purchase of capital assets	25,228	(25,228)	-	-
Net assets, end of year	<b>209,800</b>	<b>1,254,681</b>	<b>1,464,481</b>	2,355,783

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











**Animikii Ozoson  
Child and Family Services Inc.**

3-313 Pacific Avenue  
Winnipeg, Manitoba  
R3A 0M2

Phone **(204) 944-0040**  
Fax **(204) 944-0500**  
Toll Free **1(877) 300-5111**

**[reception.animikii@animikiicfs.org](mailto:reception.animikii@animikiicfs.org)**



BRIDGING OUR  
CHILDREN, FAMILIES AND  
INDIGENOUS COMMUNITIES

