



Animikii Ozoson
CHILD & FAMILY SERVICES

ANNUAL GENERAL REPORT

2023

2024



*Sustaining
Strong Children,
and Families
Through Strengthening
Community Partnerships*



Grandmother Drum

Mashkode-Bizhiki Bijibatoo (Running Buffalo)

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Front cover photo courtesy of Iskatewizaagegan
(Shoal Lake No. 39) First Nation, Ontario.



MESSAGE FROM THE PRESIDENT CHAIR OF THE BOARD OF DIRECTORS

Wesley Nelson

The Board of Directors is pleased to present our 2023-2024 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 new landscape of child welfare delivery, federal legislation, provincial legislation and 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.

Since my inception as the President of the Board of Directors on September 22, 2022. I've had the honour and privilege of participating in numerous Indigenous Governing Body events. These experiences have educated me on how this landscape is rapidly changing and what is necessary for the governance of change for Animikii. 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 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.

Our Board welcomes Rodney Howe as one of our newest Board members. Rodney is a member of Lac Seul First Nation. Currently, Rodney holds senior position helping to develop social programs with Keewaytinook Okimakanak (KO). KO is a non-political Chiefs

Council serving the following northwest Ontario communities of Deer Lake, Fort Severn, Keewaywin, McDowell Lake, North Spirit Lake and Poplar Hill First Nations. Prior to KO, Rodney worked at Tikinagan Child & Family Services for years. Our Board appreciates the vast experience and background that Rodney brings to this Board. This past year we bid farewell to a Board Member Joe Katcheconias. We take this opportunity to thank Joe for his valuable contributions to the Board and Agency and wish him all the best.



This past year has been witnessed to a successful outcome on the Children's Special Allowance claim that AOCFS was initially involved in from the onset in 2018. It was during that time that AOCFS along with a group of other First Nations CFS agencies filed a declaration in the court of Queen's Bench making claim that the provincial claw back of the CSA was unlawful. This past year through judicial hearings, the province and parties agreed to the settlement amount that needs to be repaid to those children that were impacted. We anticipate settlement claims to be released in the next fiscal year.

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 and stakeholders for their continued commitment to working with our agency and families. We are proud of the agency's accomplishments, dedication, and direction. It attests to excellence in service delivery and implementation of on-going agency operations in its responses to protecting children, preserving families, connecting children with their communities, building and maintaining partnerships with our Ontario First Nations and preserving the workforce to carry out these activities.

**Board President Wesley Nelson
and the Board of Directors**
2023–2024



MESSAGE FROM THE EXECUTIVE DIRECTOR

Trudy Lavallee



On behalf of the agency, the Board of Directors, and our staff, I am pleased to present the 2023-2024 Annual Report. I acknowledge the Indigenous lands we are on and 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 agency Elder Clarence White.

The theme for our Annual Report remains "Sustaining Strong Children, and Families Through Strengthening Community Partnerships". 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 establishing good working partnerships, conducting joint case management and compliance with the First Nation's sovereign rights, law, jurisdiction, 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. Notable successes have seen the agency and the child's First Nation community come together with combined resources and efforts to ensure support is in place to help strengthen children and families. This practice has resulted in good outcomes for children, youth and their families. As of March 31, 2024, AOCFS provided services to families and children belonging to 52 FN communities in Ontario, overall, 94 First Nations across Canada. This number can fluctuate at any time. In the past fiscal year, Animikii has seen approximately a 2% increase of children in care; mainly due to child in care transfers sent to Animikii throughout the year from other Authorities because of Indigenous

Governing Body's work under the FNIMCYF. I cannot emphasize the requirement that the province must ensure the children's provincial maintenance dollars follow the children that are transferred.

The landscape of Indigenous child welfare is rapidly changing at both the provincial and federal levels in response to IGB's providing notice of intent to exercise their legislative authority and inherent right to oversee the care of their children and families impacted through the child welfare system. Animikii has maintained an immediate response to these changes and continues to ensure agency practices are reflective of those government policies and regulations and foremost the First Nation laws and/or customary practices that are steering course of these landscape changes but at the same time ensuring children and families are safe and stable.

The agency continues to build strong relationships with our Ontario First Nation counterparts through other legislative



compliance and FN governance activities, community awareness events such as attending Wabaseemoong Independent Nations Governance meetings; Grand Council Treaty 3; Keewatinook Okimakanak (KO) and Nishnawbe Aski Nation (NAN) Governance events and notably individual Ontario First Nation meetings with leadership and Band Representatives. Asubpeeschoseewagong Netum Anishinabek (ANA) (aka Grassy Narrows FN) and Animikii have completed a draft of a Relationship Agreement. This Relationship Agreement represents the mutual commitments of ANA and AOCFS. The Agreement will be a living document that guides respectful relations for the shared goal of child and family wellbeing for all ANA citizens.

We know that for Animikii to perform meaningful work for Ontario FN children, youth, and families, it's imperative that their communities are involved. Bridging this transitionary work is critical in ensuring children do not fall through the cracks and communities are informed. We are pleased that our Ontario First Nations have a "hands on" approach to working with and supporting the agency. We appreciate the First Nation's patience in agency responses to this expanding practice of work for Animikii. Animikii, of course has its own capacity challenges in managing our current caseload; however, we aim to ensure the children and families have connections with their Indigenous community. Gitchi Meegwetch.

Animikii has begun restructuring work in conjunction with our Southern First Nation Network of Care Authority, in anticipation of significant Metis Authority children being transferred to the agency as per Manitoba Red River Metis Authority "drawing down" federal legislation as per the FNIMCYF. We anticipate significant transfers coming to Animikii in the next fiscal year. These child in care transfers will reflect children in care that will no longer fall under the legal responsibility of the Metis Authority.

In 2018, Animikii was one of the lead plaintiffs, that signed a declaratory submission to the Court of Queen's Bench 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 2005 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. Successfully this year, an amount of \$530M was identified and agreed to by 3 class Actions (the Flette Action representing First Nation children in care; the Lavallee Action representing non-Indigenous children in care and the Lafontaine Class Action representing Metis children under the Metis Authority) and the Province of Manitoba.



This clawback will also include all children in care of Animikii, whether Indigenous or not. Meetings will continue to determine the final ratification in the Court of King's Bench and eventual administration of the compensation settlement to those impacted by this claw back of funds. This is a winning decision for children in Manitoba!

Our new 3-year Collective Agreement with the Manitoba Government Employee Union was ratified and renewed October 26, 2023, to cover period December 1, 2022, to November 30, 2025. Agency thanks all those at the table in successfully negotiating Collective Agreement Local 443. These meetings

truly reflected goodwill testament of both parties at the table representing the rights of employees and the employer.

I welcome Theresa Shingoose as my new Executive Assistant. Theresa joined our agency Executive team in February of 2024. Theresa brings vast administrative and Executive knowledge, experience and skill to managing the Executive and governance aspects of the agency.

We thank our main stakeholders, the Southern First Nation Network of Care, the Southern Chiefs Organization, Grand Council Treaty 3, KO Chiefs, NAN, 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, Children's Aid Foundation of Canada, 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 and adapt to internal case transfers within the system 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 to 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 HONORING DENNIS PETIQUAN 'MASHKIIGWATIG'



AOCFS is saddened on the loss of our close colleague and friend, Dennis Petiquan, who passed away on February 26, 2024. In the earlier days Dennis, who worked with Anishinabe Abinoojii CFS out Kenora, worked with AOCFS in developing, and evolving an interjurisdictional protocol to guide services for families and children from Ontario communities, who were living in Manitoba and receiving services from AOCFS. Contributions by Dennis were pivotal in helping shape and direct our practices in working with ON FN communities and agencies to better serve children and families. We honor his contributions and invaluable knowledge.

AOCFS wishes to express its sincere condolences to Dennis' community, friends and family for their loss.

Code of CONDUCT

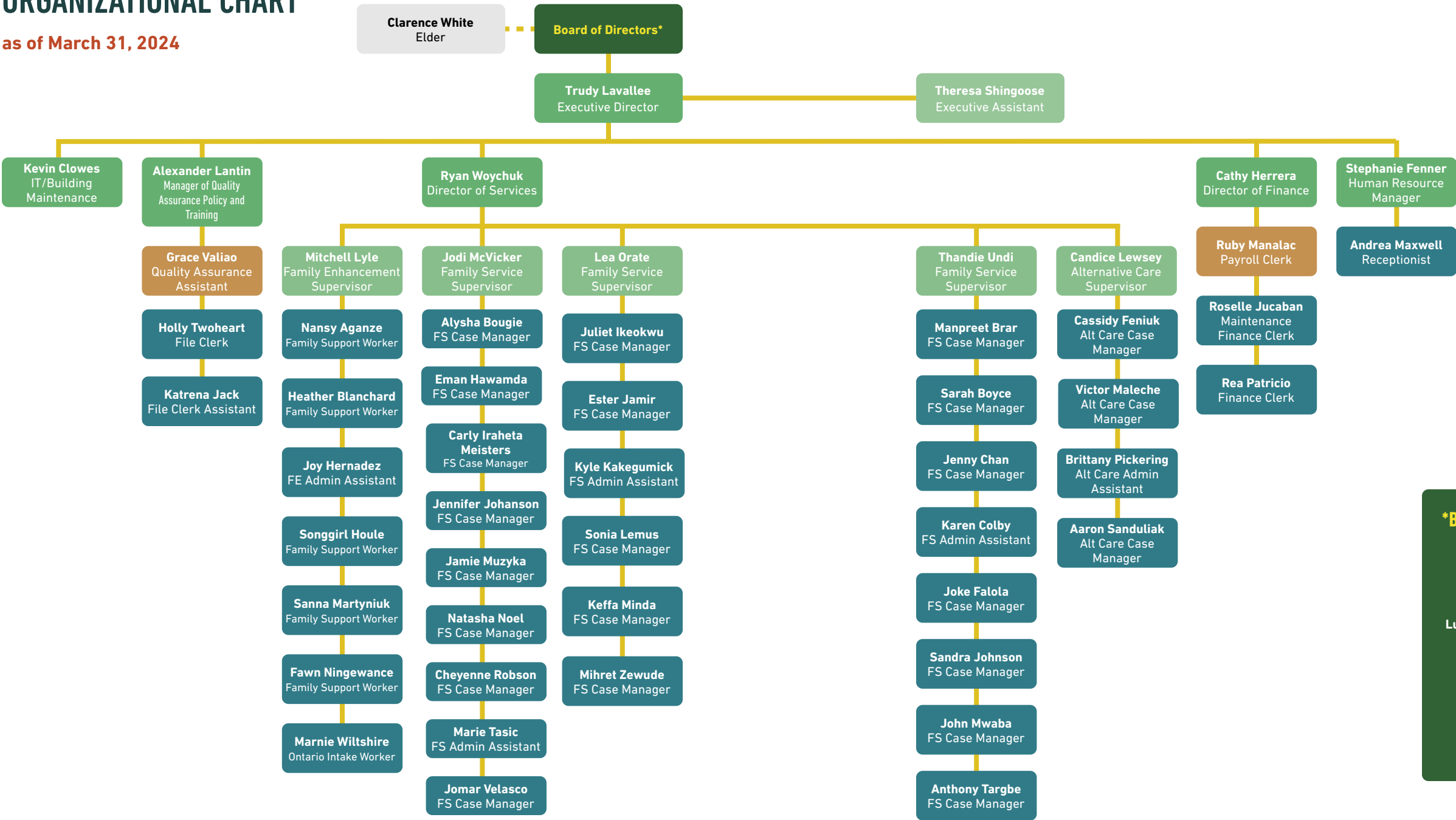
The Code of Conduct is the values which guide behaviour within the organization. It specifies how the Board of Directors and Staff of Animikii Ozoson Child and Family Services (AOCFS) should act in regard to decision-making and service delivery. It describes how you treat others, whether fellow employees,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



ORGANIZATIONAL CHART

as of March 31, 2024



***Board of Directors**

- Wesley Nelson
President
- Marlyn Bennett
Member
- Lucy Delgado (Fowler)
Member
- Sue Hudson
Member
- Rodney Howe
Member
- Maria Morrison
Member

VISION STATEMENT

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

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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.

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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:

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- » 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 sibling 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

PROGRAMMING FOR YOUTH AND YOUNG ADULTS

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Learning is Essential for All People (LEAP) Program

The purpose of this program is to provide children with a safe place to receive academic assistance, while also building positive relationships in a safe and supportive environment. This program also allows them to gain other social skills and learn teamwork. Program was offered once per week from May 7 – June 25, 2023.

Independent Living Skills Program

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 was offered once per week from April 30, 2023 – June 11, 2023 and October 1, 2023 – November 19, 2023.

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. Program was offered once per week from January 21 – March 3, 2024.

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 was offered once per week from May – June 2023 and October – November 2023.

FAMILY ENHANCEMENT PREVENTION/ PRESERVATION PROGRAMS

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 offered as an 10-session program for women to share experiences associated with personal circumstance in a group setting. The program offers discussions and teaching in regard to healthy relationships, healthy coping, domestic violence, healthy boundaries, grief and loss, Seven Sacred Teachings and readings from the Sacred Tree. This is a safe space for participants to share and support one another. Traditional crafts are offered such as beading, ribbon skirts and shirt making.

The program was offered the following dates:

- » April 20, 2023 – June 22, 2023
- » July 20, 2023 – September 21, 2023
- » October 19, 2023 – December 21, 2023
- » January 18, 2024 – March 21, 2024



KINSHIP CAREGIVER RECOGNITION

Elsie Bannatyne

We are honored to recognize Elsie Bannatyne as this year's Outstanding Kinship Caregiver. Elsie has been caring for her three grandchildren since October 27, 2023, but has played a vital role in their lives from the very beginning.

As a kind, loving, and courageous Indigenous woman, Elsie embodies compassion and dedication in everything she does. She is an exemplary caregiver, always advocating fiercely for her grandchildren's well-being. Her unwavering devotion to her grandchildren means she consistently places their needs before her own, making Elsie the grandmother that any child would be fortunate to have.

Elsie creates a safe and nurturing home environment where her grandchildren feel loved and supported, enabling them to thrive. She values strong family connections and actively ensures her grandchildren remain engaged with their family and culture. Her commitment as their protector and caregiver is truly inspiring to everyone who has worked with Elsie.

It has been a pleasure working alongside Elsie, and on behalf of the agency, we extend our heartfelt gratitude for all she has done for her grandchildren in her role as a kinship caregiver.



SERVICES TO CHILDREN AND FAMILIES



My name is Ryan Woychuk and I'm the Director of Services (DOS) with AOCFS. It's an honor to be part of a dedicated and passionate agency. I joined team Animikii in 2013 as the Quality

Assurance Specialist and have been honoured to be the DOS since February of 2020. I wish to thank and acknowledge the guidance received from our Ontario First Nations communities on how to build a network of support for families and strengthen the bridge of community and family connection for children in agency care. I also want to thank my supervisory team for all their hard work, diligence, knowledge, and commitment to the families and children we serve. You are an awesome team and I'm grateful everyday for your unwavering commitment to preserving 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.

I look forward to our continued journey.

Take care.

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 close working relationships with Ontario FN Indigenous Governing Bodies (IGB) Band Representatives and Ontario First Nations agencies similar to the working relationships we have with southern agencies in Manitoba. Over the past fiscal year AOCFS was involved in 45 case reviews/meetings with 7 Ontario FN IGB/Band Representative Programs. 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 need support. 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, in collaboration with First Nations communities, Indigenous Governing Bodies and sister agencies is to preserve families, protect children, reunify families and repatriate children back to families and home communities.

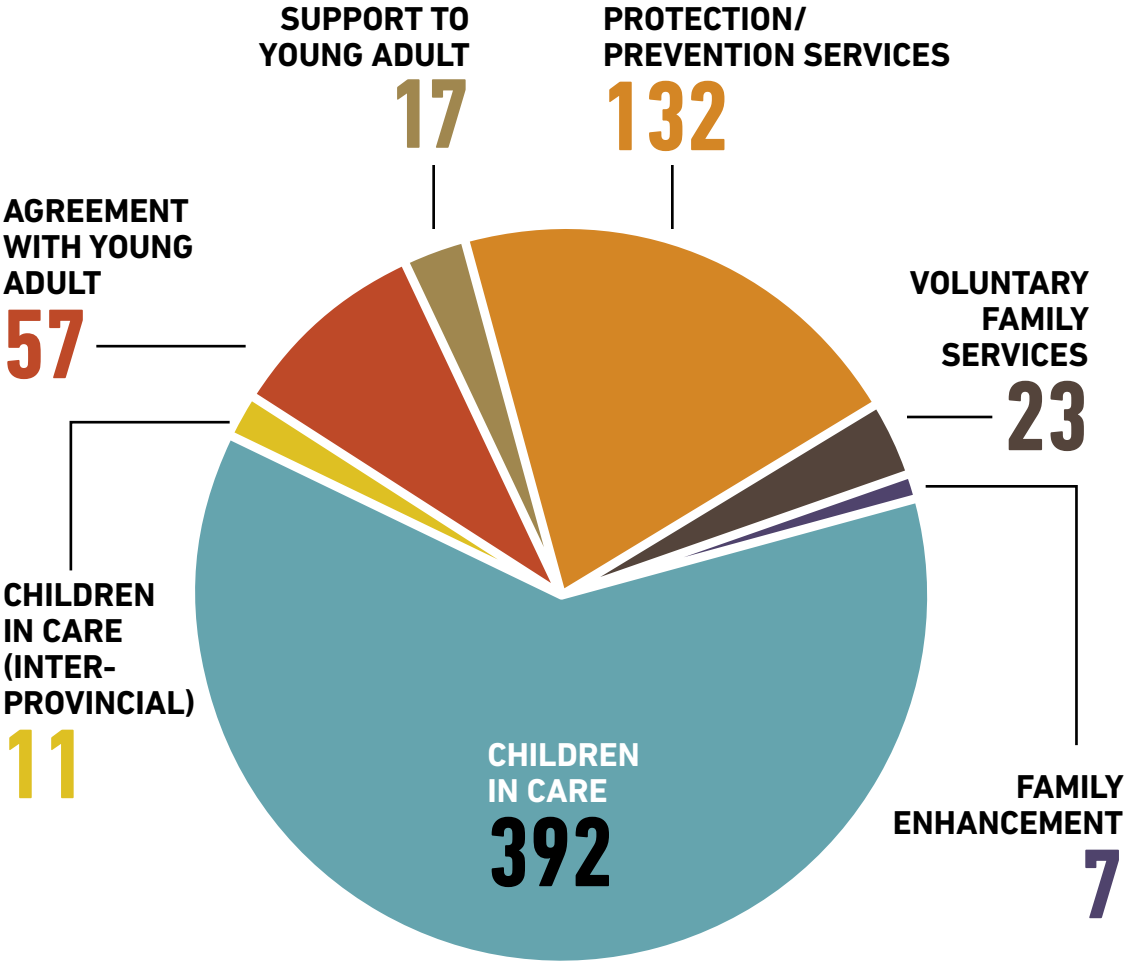
Our teams make every attempt to work from a preventative, strengths-based, collaborative approach to build strong relationships with

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, 2024, the Agency’s case count, all-inclusive was 637; 160 family service files (inclusive), 403 children-in-care (including 11 courtesy supervision CIC cases), 57 young adults on Agreement with Young Adult, and 17 young adults on Supports to Young Adults. Out of the 160 family service files, 132 were receiving protection services (PRT), 21 were receiving Voluntary Services (VFS), and 7 were receiving Family Enhancement (FE) services.



AOCFS Case Count 2023/2024



SERVICES TO FAMILIES AND CHILDREN

Fiscal Year	2019/20		2020/21		2021/22		2022/23		2023/24	
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		0		0		0		1		0
Voluntary Family Service		9		12		21		23		21
Family Enhancement		13		20		15		10		7
Protection		156		129		136		122		132
Protection – EPS		3		0		0		0		0
Children in Care		376		365		360		373		392
Children in Care – Supervision		17		14		14		12		11
Adoption		0		0		0		0		0
Foster Care Management		152		153		144		132		142

FAMILY SERVICE FILES PER COMMUNITY SERVED

As of March 31, 2024, the Agency provided services to 160 families. Out of the 160 families receiving services from the Agency, 114 (71%) 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
Bearskin Lake FN	3
Couchiching FN	1
Deer Lake FN	6
Eabametoong FN (Fort Hope FN)	2
Flying Post FN	1
Fort Severn FN	1
Ginoogaming FN (Long Lake #77 FN)	1
Iskatewi-zaaga'iganiing 40 FN (Shoal Lake #40)	4
Iskatewizaagegan 39 Independent FN (Shoal Lake #39)	3
Keewaywin FN	5
Kiashke Zaaging Anishinaabek (Gull Bay FN)	3
Kingfisher FN	1
Lac des Mille Lacs FN	2
Long Lake #58 FN	2
Mishkeegogamang FN (Osnaburgh FN)	1
Mishkosiminiziibiing FN (Big Grassy River FN)	2
Moose Cree FN	1
Muskrat Dam FN	1
Naotkamegwanning FN (Whitefish Bay FN)	7
Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	12
Neyaashiinigmiing FN (Chippewas of Nawash FN)	1
North Spirit Lake FN	5
Northwest Angle #33 FN	4
Obashkaandagaang Bay FN (Washagamis Bay FN)	3
Obishikokaang FN (Lac Seul FN)	10
Poplar Hill FN	1
Rainy River FN	1
Sachigo Lake FN	1
Seine River FN	2
Temagami FN	1
Tyendinaga Mohawk Territory (Mohawks of the Bay of Quinte FN)	1
Wabaseemoong Independent Nation (Whitedog FN)	9
Wabauskang FN	2
Wauzhushk Onigum FN (Rat Portage FN)	1
Whitesand FN	2
TOTAL	114

Manitoba First Nation Communities	
Brokenhead FN	1
Buffalo Point FN	1
Fisher River FN	1
God's Lake Narrows FN	1
Lake St. Martin FN	1
Nisichawayasihk Cree Nation (Nelson House Cree Nation)	1
Peguis FN	4
Pimicikamak Cree Nation (Cross Lake Band)	3
Pinaymootang FN (Fairford FN)	1
Red Sucker Lake FN	2
Sagkeeng FN	1
Tataskweyak Cree Nation (Split Lake FN)	1
Waywayseecappo FN	1
Wuskwi Sipiik FN (Indian Birch FN)	1
York Factory FN	1
TOTAL	21

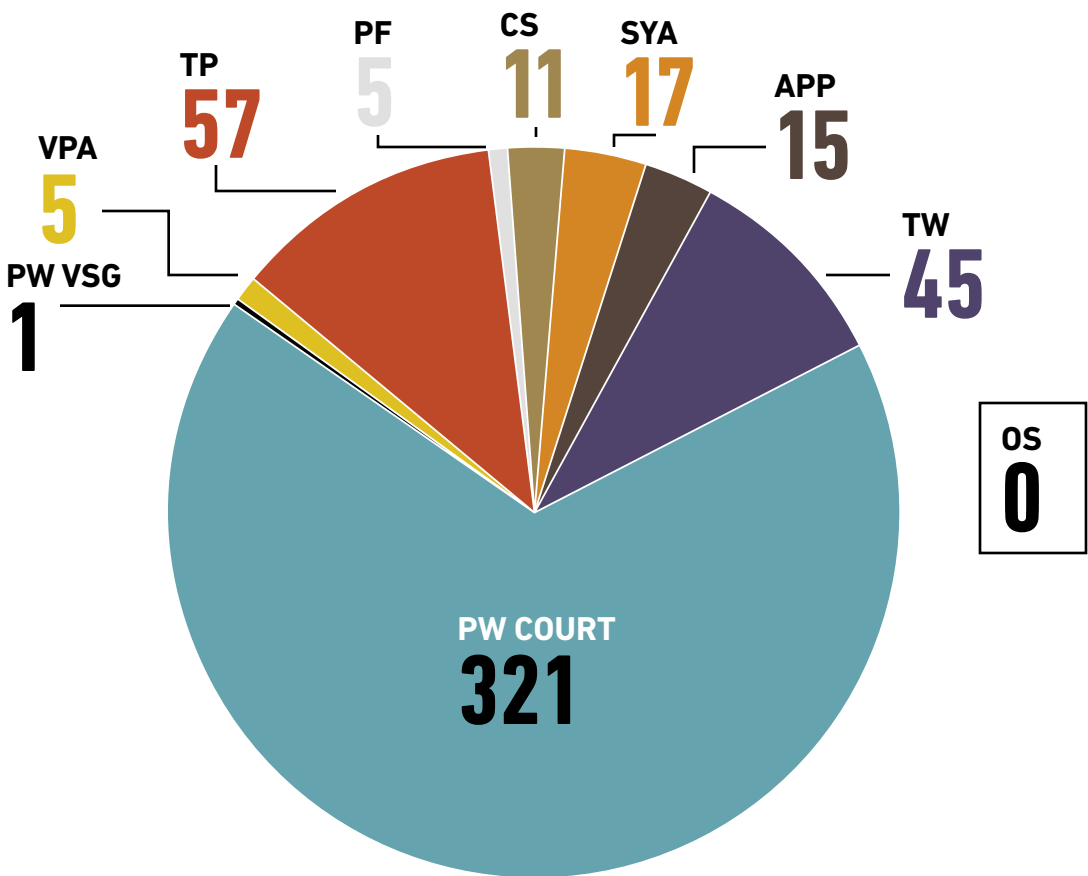
British Columbia First Nation Communities	
Kitasoo FN	1
Scowlitz FN	1
TOTAL	2

Other	
Metis	12
Not Aboriginal	9
Not Determined	2
TOTAL	23

GRAND TOTAL	160
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SERVICES TO CHILDREN, YOUTH AND ADULTS

As of March 31, 2024, the Agency reported 477 children, youth, and young adults receiving services. Out of the 477 children, youth, and young adults receiving services, 57 were adults on an extension of services, 17 were adults receiving the Supports to Young Adult grant, and 11 were children in care from different provinces receiving courtesy supervision services (9 children in care with Ontario and 2 children in care from Northwest Territories).



- PW COURT** – Permanent Ward Court Ordered

PW VSG – Permanent Ward via Voluntary Surrender of Guardianship

VPA – Voluntary Placement Agreement

TP – Transitional Planning

PF – Petition filed for further order
- OS** – Order of Supervision

CS – Courtesy Supervision (Interprovincial Placement Agreements)

SYA – Supports to Young Adults

APP – Apprehension

TW – Temporary Ward

SERVICES TO CHILDREN, YOUTH AND ADULTS

Fiscal Year	2019/20		2020/21		2021/22		2022/23		2023/24	
Legal Status	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov
Apprehension (APP)		5		10		7		4		15
Temporary Ward (TW)		31		25		21		25		45
Perm. Ward: Court (PW: Court)		330		312		309		335		321
Perm. Ward: VSG (PW:VSG)		3		3		1		2		1
Voluntary Placement Agreement (VPA)		2		1		7		2		5
Transitional Planning (TP)		36		52		58		56		57
Petition Filed (TW PF)		5		14		15		5		5
Order of Supervision		2		4		1		1		0
Courtesy Supervision (Interprovincial Placement Agreements)		17		14		14		12		11
Supports to Young Adults (SYA)		0		0		0		5		17

CHILDREN-IN CARE/YOUTH AND ADULTS PER COMMUNITY SERVED

As of March 31, 2024, the Agency reported 477 children, youth, and young adults receiving services. Out of the 477 children, 11 were children in care from different provinces. Out of the 477 children in care with AOCFS, 345 (72%) 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)	4
Asubpeeschoseewagong Netum Anishinabek (Grassy Narrows FN)	15
Bearskin Lake FN	2
Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay FN)	1
Couchiching FN	4
Deer Lake FN	20
Eabametoong FN (Fort Hope FN)	6
Fort Severn FN	5
Fort William FN	1
Gakijjwanong Anishinaabe Nation (Lac la Croix FN)	1
Iskatewi-zaaga'iganiing 40 FN (Shoal Lake #40)	13
Iskatewizaagegan 39 Independent FN (Shoal Lake #39)	13
Keewaywin FN	17
Kiashke Zaaging Anishinaabek (Gull Bay FN)	9
Kingfisher FN	6
Kitchenuhmaykoosib Inninuwig FN (Big Trout Lake FN)	2
Long Lake #58 FN	9
Marten Falls FN	9
Migisi Sahgaigan FN (Eagle Lake FN)	5
Mishkeegogamang FN (Osnaburgh FN)	20
Mishkosiminiziibiing FN (Big Grassy River FN)	3
Muskrat Dam FN	3
Naotkamegwanning FN (Whitefish Bay FN)	6
Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	60
North Spirit Lake FN	15
Northwest Angle #33 FN	8
Obashkaandagaang Bay FN (Washagamis Bay FN)	7
Obishikokaang FN (Lac Seul FN)	18
Ojibways of Onigaming FN (Sabaskong FN)	4
Pikangikum FN	3
Poplar Hill FN	3
Rainy River FN	4
Sachigo Lake FN	4
Seine River FN	2
Temagami FN	2
Wabaseemoong Independent Nation (Whitedog FN)	12
Wabauskang FN	2
Wabigoon Lake Ojibway Nation	8
Wauzhushk Onigum FN (Rat Portage FN)	4
Whitesand FN	3
Wikwemikong FN	4
TOTAL	345

Manitoba First Nation Communities	
Azaadiwi-ziibi Nitam-Anishinaabe (Poplar River FN)	2
Berens River FN	3
Black River FN	6
Bloodvein FN	4
Brokenhead FN	4
Buffalo Point FN	1
Canupawakpa Dakota 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
Norway House FN	2
Peguis FN	24
Red Sucker Lake FN	7
Roseau River FN	1
Sagkeeng FN	7
Sayisi Dene FN	3
Skownan FN	1
St. Theresa Point FN	4
Tataskewiyak Cree Nation (Split Lake FN)	1
Tootinaowaziibeeng FN (Valley River FN)	2
Waywayseecappo FN	1
York Factory FN	4
TOTAL	89

Northwest Territories Communities	
K'atlodeeche FN	2
TOTAL	2

New Brunswick First Nation Communities	
Elsipogtog FN (Big Cove Band)	1
TOTAL	1

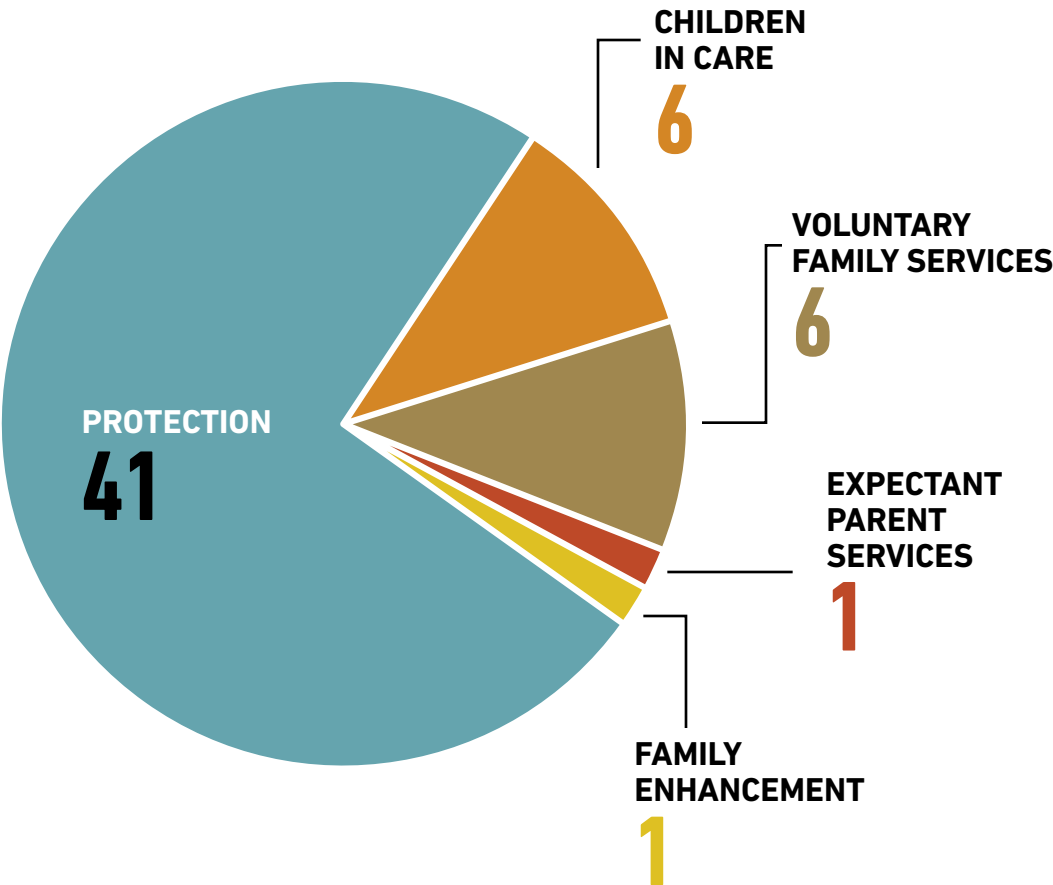
Saskatchewan First Nation Communities	
Cegakin FN (Carry the Kettle FN)	1
Cote FN	7
Peter Ballantyne Cree Nation	1
Zagime Anishinabek FN (Sakimay FN)	3
TOTAL	13

Other	
Metis	11
Not Aboriginal	11
Not Determined	4
TOTAL	26

GRAND TOTAL	477
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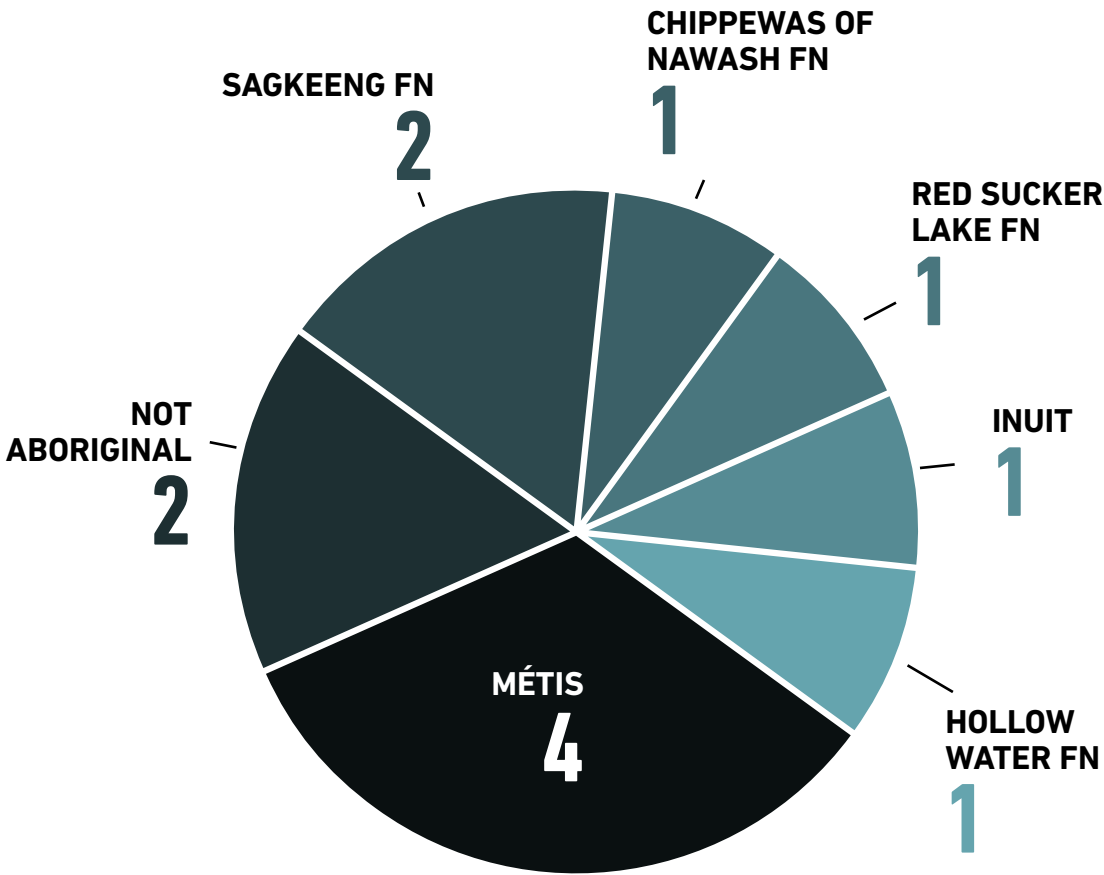
EXTERNAL TRANSFER/REFERRALS FOR SERVICE

Most transfers received by AOCFS come from All Nation’s Coordinated Response Network (ANCR). As of March 31, 2024, the Agency received a total of 66 external transfers, 55 file transfers (83%) were from ANCR. Out of the 55 files transferred from ANCR, 41 were for Protection (Prt), 6 Children in Care (CIC), 6 for Voluntary Family Service (VFS), 1 for Expectant Parent Services (EPS), 1 Family Enhancement (FE).



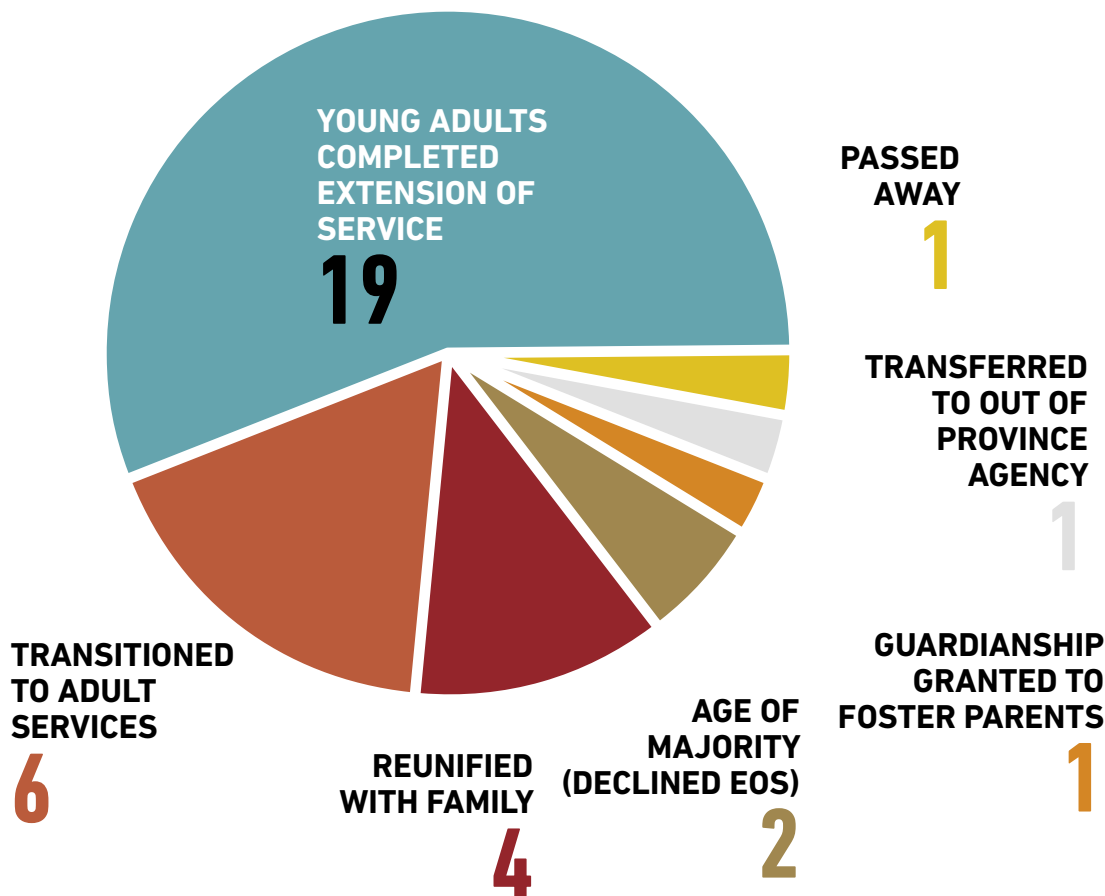
DEFAULT TRANSFERS

Out of the 66 external transfers AOCFS received in the 2023-2024 fiscal year, the agency received 12 files (18%) that were transferred by default. 8 of these transfers were from ANCR and another 4 were from Metis CFCS.



CHILDREN AND YOUTH DISCHARGED FROM CARE AND DISCONTINUED SERVICES TO YOUNG ADULTS

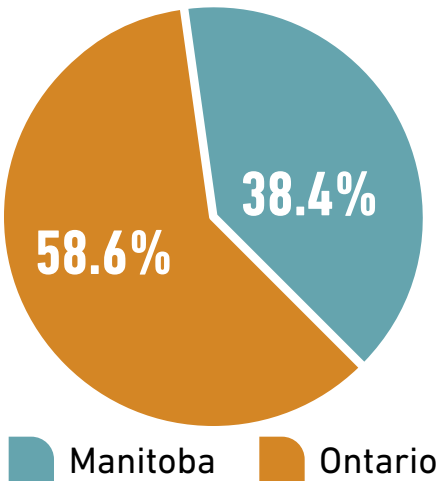
As of March 31, 2024, the agency discontinued services to 12 children in care and discontinued extensions of services with 22 young adults. Out of the 34 children and young adults, 19 have completed/terminated their extension of services, 6 transitioned to adult services, 4 were reunified with family, 2 reached age of majority and declined extension of services from the agency, 1 was transferred to the culturally appropriate out of province CFS agency, 1 had a guardianship granted to foster parents, and 1 child passed away.



NOTICE OF SIGNIFICANT MEASURE (NSM)

As of March 31, 2024, AOCFS provided services to families and children belonging to 52 FN communities in Ontario, overall, 94 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.

NSMs (2023/2024 Fiscal Year)



	MB	ON	GRAND TOTAL
April 2023	0	1	1
May 2023	2	5	7
June 2023	6	7	13
July 2023	0	1	1
August 2023	0	0	0
September 2023	1	1	2
October 2023	1	1	2
November 2023	4	5	9
December 2023	8	7	15
January 2024	14	17	31
February 2024	0	4	4
March 2024	2	9	11
GRAND TOTAL	38	58	96

From April 2023 to March 2024, AOCFS sent Notices of Significant Measures (NSMs) regarding 96 children to identified First Nations IGB.

IGB Letters (April 2023 – March 2024)

AOCFS received IGB notification for 6 FN communities in the 2023/24 fiscal year (4 Ontario, 1 Manitoba, and 1 Quebec)

PROVINCE	COMMUNITY	ENGLISH NAME	INDIGENOUS GOVERNING BODY
MB	Tataskweyak Cree Nation	Split Lake First Nation	Tataskweyak Cree Nation Chief and Council
ON	Deer Lake First Nation	Deer Lake First Nation	Deer Lake First Nation Chief and Council
ON	Pikangikum First Nation	Pikangikum First Nation	Pikangikum Band Representative Program
ON	Wabauskang First Nation	Wabauskang First Nation	Wabauskang First Nation Band Representative Program
ON	Whitesand First Nation	Whitesand First Nation	Whitesand First Nation
QC	Mohawks of Akwesasne	Mohawks of Akwesasne	Akwesasne Representative and Advocacy Program (ARAP)

ALTERNATIVE CARE

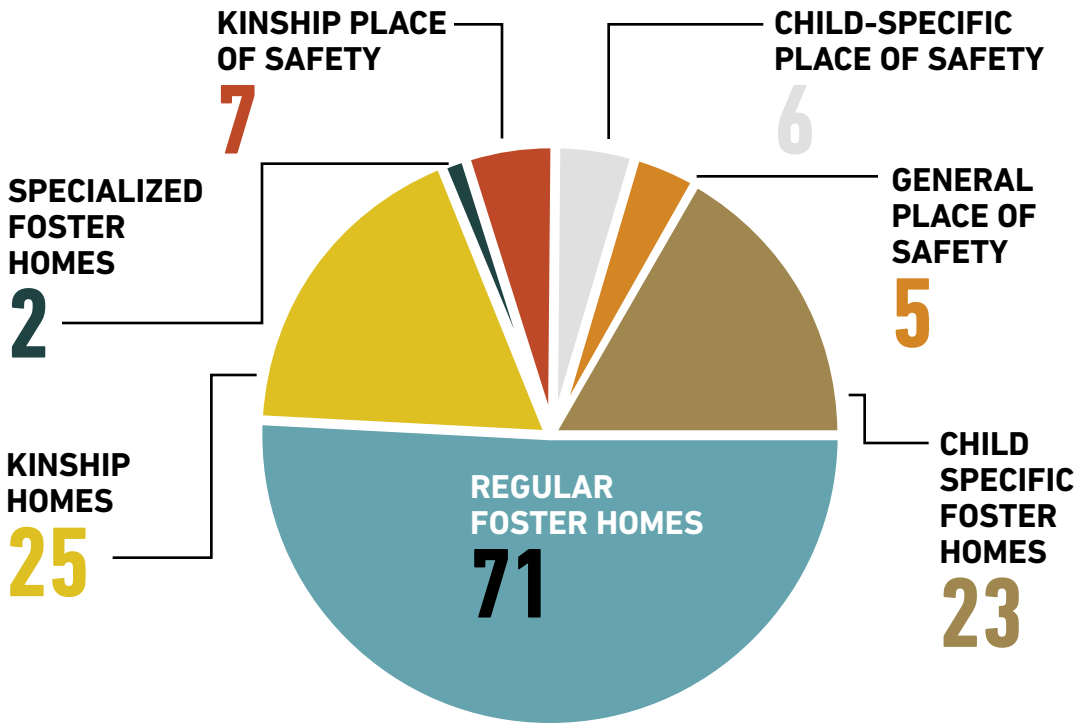
The Alternative Care Department is responsible for the licensing, supporting and recruiting of Kinship Caregivers and Foster Parents for the agency. The focused work of the department remains supporting and retaining a strong circle of care, comprised of care providers committed to the best interests 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.

As of March 31, 2024, the Agency had a total of 142 open resources, resulting in an average of 47 managed homes per Alternative Care Case Manager. Out of the 142 open resources, 121 were

licensed foster homes, 18 were Place of Safety (POS), and 3 home were on a 'on hold' status. Out of the 142 open resources, 39 identified as being a culturally appropriate resource.

From the 121 active licensed foster homes, 71 were regular foster homes, 25 were licensed as kinship foster homes, 23 were licensed as child-specific foster homes, and 2 were licensed as specialized foster home. Out of the 121 active licensed foster homes, 30 identified as culturally appropriate homes.

Out of the 18 Places of Safety, 7 were kinship, 6 were child-specific, and 5 were General.



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, and 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 Valiao

Quality Assurance Assistant (QAA)

Holly Twoheart

File Clerk

Katrena Jack

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.
- » Conducted a CFSIS file review for 150+ Family Services cases.
- » Completed 40+ 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 150 children in care. Approximately 50 children received their treaty status number and/or card during this fiscal year. Another 64 children have their status cards renewed, and 30 renewals were still pending with Indigenous Services Canada (ISC) at the end of the 2023-2024 fiscal year.

» 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 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 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.

Policy

- » Finalized the Case Manager Transition policy, Agency Ticketing System policy, CIC Out of Country Travel policy, and CIC Behavior Management policy.
- » Developed the Lockdown policy and Private Arrangement policy. These policies were still under review at the end of the 2023-2024 fiscal year.
- » Revised the File Room policy and Foster Parent Appeal policy.



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.
- » Facilitated the following in-agency trainings and presentations:
 - Introduction to Child Welfare Presentation
 - Introduction to the Child and Family Services Application Training
 - Structured Decision Making (SDM) Training



» Coordinated for the following trainings, presentations, and workshops to be offered to staff:

- Applied Suicide Intervention Skills Training (ASIST)
- Automated External Defibrillator (AED) Lunch and Learn
- Canada MB Housing Benefit (Department of Families)
- Car Seat Training (Manitoba Public Insurance)
- Child Abuse Investigations Training (TOBA Centre)
- FASD Training (Department of Families)
- First Aid/CPR Training (Core First Aid)
- Global Interviewing (Department of Families)
- Intro to Truth and Reconciliation (National Center for Truth and Reconciliation)
- Naloxone Lunch and Learn (Core First Aid)

- Neurobiology of Trauma (Marymount)
- Residential School, Intergeneration Effects, and Truth and Reconciliation Training (SFNNC)
- Safe and Together Model (General Authority)
- Street Drugs and Gangs Presentation (Winnipeg Police Service)
- Water and Ice Safety Training (Lifesaving Society)

» 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 + Youth Job Readiness Training
- My Culture Program

Special Projects

- » In collaboration with the Executive Director and Director of Services, created a presentation highlighting the relationship agreement between Animikii Ozoson CFS and Grassy Narrows First Nation. This was presented at the Our Children Our Way (OCOW) conference in Vancouver and at the Nishnawbe Aski Nation (NAN) Band Rep Conference in Winnipeg.
- » In collaboration with the Executive Director and Director of Services, created a presentation highlighting Animikii's story, the services we provide to our children and families, and our agency's work to follow An Act respecting First Nations, Inuit and Métis children, youth, and families. This was presented at the Keewaytinook Okimakanak (KO) meeting in Winnipeg.

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

- » In collaboration with the Director of HR, we have started work on the agency's intranet that would list resources, agency information, and agency events.
- » 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.
- » Created monthly slideshows displayed on the reception area television that lists important dates for programming, agency events, and training opportunities.
- » Created and revised agency pamphlets that highlight parents' bill of rights, agency services, and agency processes.



HUMAN RESOURCE MANAGER



As we reflect on another year of growth and transformation, I remain dedicated to fostering a culture of excellence and innovation, ensuring that our most valuable asset – our employees – continue to thrive and succeed!

another five (5) employees on Mat Leave. Of our total fifty-nine (59) employees, nineteen (19) were of Indigenous descent which put us at 32% up 7% from our 2022-2023 annual report.

Retention and recruitment will remain a top priority for me at this Agency. I am committed to promoting a healthy work-life balance for our employees and maintaining a safe and supportive environment for everyone. While we are an Indigenous organization dedicated to serving our children and families through an indigenous lens, it is crucial that we also emphasize diversity and inclusion within our workforce. Many Indigenous cultures across Mother Earth share similar values regarding the care of families, and children and have a strong emphasis on communal living.

At the end of the 2023 – 2024 fiscal year, we had fifty-four (54) permanent employees, and



Update from our last report:

June 2023, we proudly finalized our second collective agreement with MGEU, marking another successful milestone towards empowering our employees. We look forward to our continued partnership with MGEU!

The HR Personnel Policy Manual is in the works of being revised and relaunched. It will align with the current provincial legislation, standards, and the latest Collective Agreement. The HR Policy Manual is a vital resource for both employees and managers, ensuring that all rules and guidelines are thoroughly documented and easily accessible. By providing clear and concise expectations, it will help mitigate risk and reduce ambiguity related to our Agency's operations.

Our HRMS (Human Resource Management System)/ESS (Employee Self-Service) is

in the final testing stages and will soon be implemented agency wide. The HRMS/ESS will provide the ability to streamline administrative tasks, give employees instant access to their PTO (Paid Time Off) programs and will allow them to book time off with just a click! The system will also provide supervisors with real-time visibility into their employees' time-off requests and available leave balances, enabling better forecasting to ensure optimal office coverage with at least 50%.

The AOCFS Intranet is weeks away from being launched! This new tool will significantly enhance internal communications, foster knowledge sharing and make it easier for employees to access information and documents within the Agency!



Future Goals:

An impactful initiative I'll be taking on this fiscal year will be to Indigenize some of our HR Personnel Policy Manual to better align with our values and traditions. My hope is to cultivate a more inclusive and respectful workplace that aligns with our Indigenous practices.

Employee Engagement surveys are crucial for organizational success, as they provide employees with a valuable opportunity to be heard. I continue to work towards having a

third party conduct an Employee Engagement Survey for AOCFS. This will help the Agency identify gaps in employee services and recognize our areas of strength.

Lastly, I'm pleased to announce that I will be revamping our website! On our updated site you'll find comprehensive information about our Senior Management Team, Board of Directors, available programs for our families, youth, care givers and much more!



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 2023 – March 2024 marks:

5 years of Service to:

Aysha Bougie

Case Manager
April 30, 2018

Jenny Chan

Case Manager
June 20, 2018

Roselle Jucaban

Child Maintenance Clerk
January 2, 2019

Trudy Lavallee

Executive Director
March 11, 2019

Natasha Noel

Case Manager
January 21, 2019

10 Years of Service to:

Ruby Manalac

Payroll/Finance Clerk
November 25, 2013

Ryan Woychuk

Director of Service
June 24, 2013



Other Employee Achievements/ Announcements:

We welcome back to the Agency Jamie Dupasquier, Case Manager. Jamie previously worked with AOCFS but left the Agency in June of 2021. Effective May 2023 Jamie has rejoined the AOCFS Team!

Joy Hernandez who served as Reception with AOCFS was our successful candidate for the Administrative Assistant role in Family Enhancement, congratulations Joy!

Lastly, I want to express my gratitude for being part of such an exceptional team. Our employees consistently go above and beyond for one another and for the children and families we serve. Thank you to the entire team at AOCFS – you make my role as Human Resources Manager truly enjoyable.

Chi-Miigwetch,

Stephanie Fenner

CPHR Candidate
HR Manager, AOCFS



INFORMATION TECHNOLOGY



Over the past year at AOCFS, we have been busy with our ever-evolving Information Technology infrastructure and applications! Some of the highlights of the past year include the implementation of the new helpdesk ticketing system and our new local Intranet staff site. The ticketing system has been instrumental in organizing, monitoring, and supporting helpdesk request more efficiently. With our new Intranet site, our staff is now able to find information and news for upcoming events,

training courses, health and wellness, and much more!

This past year, we have also been very busy expanding our agency IT infrastructure to support additional staff and in anticipation of new office spaces. During this expansion, we have moved our finance department to new larger office spaces as well. We undertook a significant advancement to our aging fleet of digital copiers—seamlessly upgrading and expanding all of them. As always, we have been updating internal securities and infrastructure to help protect our computers, network, and devices from the ever-growing number of internet threats that exist today. We are looking forward to a lot of new exciting and projects in the coming year!

Kevin Clowes

IT & Building
Maintenance Specialist

FINANCE

As we reflect on Fiscal Year 2023-2024, it's remarkable to acknowledge the resilience of our agency as we navigate a continuously evolving landscape. From managing funding shortfalls, staffing challenges, and adjusting to new policies and systems, our Finance department continues to play a vital role in ensuring the financial stability of the agency. This resilience is a testament to the dedication of our team and the strong internal controls we have in place, which our auditors have consistently substantiated.

Once again, the Finance department has managed an extensive workload while maintaining the highest standards of accountability and transparency. I am proud to see how well our team collaborates, ensuring the agency can meet its financial obligations while striving to provide the best possible services to our children and families.

Our dedicated Finance team includes:

Roselle Jucaban
Responsible for Provincial billings, foster parent payments, CSA applications and cancellations, special rates, and agency allowance reconciliation.

Ruby Manalac
Oversees payroll, bank reconciliations, deposits, travel bookings, and CSA reconciliations.

Rea Patricio
Handles accounts payable, accounts receivable, travel reimbursements, office supply monitoring, and interprovincial revenue and expense reconciliation.



From left to right: Cathy, Roselle, Rea, & Ruby

Fiscal Year 2023-2024 has been financially challenging, with funding limitations continuing to create a significant deficit. As of March 31, 2024, 27% of the children in care were funded at levels 4, 4+, and 5. The agency remains cautious of SEF's deficit-focused approach, which provides no flexibility for anomaly adjustments. Regardless of these challenges, we remain committed to delivering exceptional services to the children and families we support, ensuring that their needs are met, and that we operate with efficiency and purpose. Nevertheless, the many changes in policy, with new amendments to federal and provincial legislation, we remain steadfast in our goal to thrive, adapt, and succeed, ensuring that we continue to support our Indigenous children and families with the care they deserve.

Key achievements this year include:

- » Successful cross-training of team members to enhance flexibility and efficiency.
- » Continued professional development for the Finance team to ensure we stay up to date with best practices and regulations.
- » Ongoing negotiations to secure adequate funding for the renewal of the Collective Agreement and Child Maintenance Funding.
- » Continued collaboration with the ED to secure grants for essential programs and training.



Audit Update

Our audit for Fiscal Year 2023-2024, conducted by MNP LLP, has once again confirmed that our financial statements presented fairly and in accordance with Canadian Accounting Standards for not-for-profit organizations.



Key financial highlights:

- » Operational funding reached \$5.7 million, representing a 20% increase compared to the previous fiscal year. Primarily due to the wage relief adjustments, the addition of navigator position and capacity building funding.
- » Child Maintenance funding amounted to \$12.8 million reflecting a 1% increase from the prior year.
- » Children Special Allowance (CSA) was recorded at \$2.3 million.
- » Other Revenue amounted to \$925 thousand, driven by interest earned on bank deposits, billings to external agencies/accessing Jordan's Principle Funding and grants from organizations such as Children's Aid Foundation of Canada.
- » Operational expenses were \$5.7 million, up by 8.95%, reflecting strategic investments in staffing, training, technology and services.
- » Child Maintenance expenses rose to \$14.6 million, a 4% increase from previous fiscal year, highlighting the growing complexity of children's needs, which demand higher levels of service. The daily average cost per child is \$92.70.

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

- » Continuing to manage the Single Envelope Funding model with a focus on refining guidelines and procedures to ensure efficient and effective use of funds for children in care.
- » Finalizing updates to our Finance Policy and Procedure Manual to reflect current best practices.
- » Supporting the ED and Board in securing federal funding for children in care, including developments related to Bill C-92.
- » Preparing for a potential restructuring of AOCFS, with a focus on the transfer of funding related to children in care.

As we embark on another year, I remain deeply grateful to be part of an agency that upholds ethical conduct and embodies the Seven Teachings (Love, Truth, Wisdom, Courage, Humility, Honesty, and Respect). A heartfelt thank you to my incredible Finance team—Roselle, Ruby, and Rea—for their dedication and teamwork throughout the year.

Thank you/Miigwetch,

Cathy Herrera

Director of Finance



INDEPENDENT AUDITOR'S REPORT



Management's Responsibility

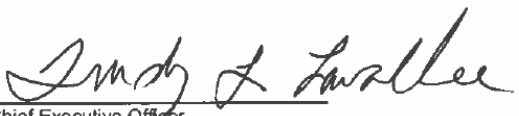
To the Members of Animikii-Ozoon Inc.:

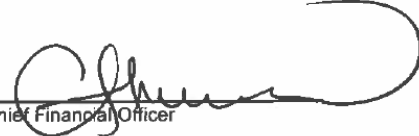
Management is responsible for the preparation and fair presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations and ensuring that all information 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

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, 2024, 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, 2024, 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.

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

October 7, 2024

MNP LLP
Chartered Professional Accountants

MNP LLP

True North Square
242 Hargrave Street, Suite 1200, Winnipeg MB, R3C 0T8

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Animikii-Ozoson Inc.
Statement of Financial Position
As at March 31, 2024

	2024	2023
Assets		
Current		
Cash (Note 3)	6,443,791	6,367,920
Accounts receivable (Note 4)	267,014	67,233
Short term investment (Note 5)	35,000	35,000
Prepaid expenses and deposits	56,079	41,430
	6,801,884	6,511,583
Capital assets (Note 6)	188,878	209,800
	6,990,762	6,721,383
Liabilities		
Current		
Accounts payable and accruals (Note 7)	1,316,863	1,271,508
Deferred contributions (Note 8)	4,363,248	3,249,616
Working capital advances (Note 9)	334,445	735,778
	6,014,556	5,256,902
Net Assets		
Investment in capital assets	188,878	209,800
Unrestricted	787,328	1,254,681
	976,206	1,464,481
	6,990,762	6,721,383

Approved on behalf of the Board of Directors

Marlyn Bennett
Director

12 Hudson
Director

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Operations
For the year ended March 31, 2024

	2024	2023
Revenue		
Southern First Nations Network of Care		
Operations Core	1,081,045	937,754
Operations Protection	4,035,515	3,270,565
Operations Prevention	455,741	425,955
Operations Other	79,403	68,938
	5,651,704	4,703,212
Province of Manitoba		
Province of Manitoba - Maintenance	12,461,088	12,199,507
Province of Manitoba - Agency Allowance	208,980	328,902
Miscellaneous	131,220	168,090
	12,801,288	12,696,499
Childrens' Special Allowance		
CSA Provincial	2,307,793	2,914,244
Other		
Investment income	520,032	236,474
External Agency Billings	359,364	134,021
Education and training	45,237	77,604
	924,633	448,099
Total revenue	21,685,418	20,762,054

Continued on next page

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Operations
For the year ended March 31, 2024

	2024	2023
Total revenue (Continued from previous page)	21,685,418	20,762,054
Core Operations		
Salaries	880,075	764,612
Benefits	145,119	105,541
Operating	900,434	896,686
Audit expense	24,000	14,000
Board of Directors expense	22,975	21,414
Insurance	103,519	93,743
Legal	17,508	13,379
Training	15,204	7,875
Travel	5,597	13,173
	2,114,431	1,930,423
Protection		
Salaries	2,601,852	2,436,038
Benefits	388,203	315,460
Operating	39,336	42,783
Training	14,463	52,412
Travel	112,607	109,246
Purchased services	205,750	183,521
Contracted resources	30,453	25,444
	3,392,664	3,164,904
Prevention		
Salaries	115,357	71,995
Benefits	14,948	12,059
Operating	750	650
Training	179	256
Travel	1,005	1,564
Purchased services	92,044	78,212
Contracted resources	9,786	9,452
	234,069	174,188
Province of Manitoba		
Agency Allowance	208,980	328,902
Child maintenance	14,361,377	13,739,463
	14,570,357	14,068,365
Childrens' Special Allowance		
CSA Provincial	1,588,044	2,273,930
External Agency Maintenance		
EA maintenance	274,128	41,546
Total expenses	22,173,693	21,653,356
Deficiency of revenue over expenses	(488,275)	(891,302)

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Changes in Net Assets
For the year ended March 31, 2024

	Investment in capital assets	Unrestricted	2024	2023
Net assets, beginning of year	209,800	1,254,681	1,464,481	2,355,783
Deficiency of revenue over expenses	-	(488,275)	(488,275)	(891,302)
Amortization of capital assets	(49,647)	49,647	-	-
Purchase of capital assets	28,725	(28,725)	-	-
Net assets, end of year	188,878	787,328	976,206	1,464,481

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Cash Flows
For the year ended March 31, 2024

	2024	2023
Cash provided by (used for) the following activities		
Operating		
Cash received from funders	21,677,909	19,572,334
Cash paid to suppliers	(17,939,261)	(17,739,346)
Cash paid to employees	(4,145,555)	(3,705,704)
Cash paid for interest	(8,529)	(9,340)
Interest received	520,032	236,474
	104,596	(1,645,582)
Investing		
Purchase of capital assets	(28,725)	(25,228)
Increase (decrease) in cash resources	75,871	(1,670,810)
Cash resources, beginning of year	6,367,920	8,038,730
Cash resources, end of year	6,443,791	6,367,920

The accompanying notes are an integral part of these financial statements







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

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*Sustaining
Strong Children,
and Families
Through Strengthening
Community Partnerships*