

ANNUAL REPORT 2019-2020



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First,

thank you

O THE COMMUNITIES

Thank you to the communities we serve and work with to help make a better life for our children and families.

With our mandate to work alongside leadership, we are partners and a part of each community. We continue to strive towards a day where all of our families are healthy and raising happy, strong and proud children.

As we continue the important work we do in child and family services, we truly appreciate the guidance, wisdom and values of each community.

> **Lorraine Crane Board Chairperson**

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BOARD OF DIRECTORS

@ March 31, 2020

Lorraine Crane, Chairperson Sonny Gagnon, Co-Chair Russell Kakepetum, Secretary-Treasurer Jim Bottle, Board Member Simon Winnepetonga, Board Member Stena Turtle, Board Member Samantha Kejick, Board Member Chris Kakegamic, Board Member

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About Tikinagan

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Created by the First Nation leadership in our region back in 1984, Tikinagan is a community-based child wellbeing agency rooted in and accountable to the communities we serve. We are a large team of caring staff working in First Nations and supporting our families from our 30 First Nations.

We are here because we want to protect our children, help our families and nurture our communities.

Our Mandate

Tikinagan Child and Family Services has a dual mandate. It is one of 53 Children's Aid Societies in Ontario mandated under the *Child*, *Youth and Family Services Act* to protect children from harm. We are accountable to Ontario for this responsibility. We are also mandated by our Chiefs to provide services that are culturally sensitive to the needs of Indigenous children, families and First Nations. We are accountable to the Chiefs and to the communities for this responsibility.

Our Vision

The Answers Lie Within The Communities

The Creator entrusted First Nations with the sacred responsibility of protecting our children and developing strong families and healthy communities. The Chiefs created Tikinagan to support and strengthen our children, our families, and our communities. The future of our communities is our children. They need to be nurtured within their families and communities. As such, community responsibility for child protection is an essential aspect of First Nations' self-government.

Find out more about Tikinagan at www.tikinagan. org and follow us on Facebook @Tikinagan.

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Mamow Obiki-ahwahsoowin

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Mamow Obiki-ahwahsoowin is the Tikinagan service model. In Ojibway/Oji-Cree, Mamow Obiki-ahwahsoowin means, "everyone working together to raise our children." It is a system of protecting and caring for children and supporting families that has been designed and is delivered by First Nations people.

History

Mamow Obiki-ahwahsoowin represents the culmination of almost 35 years of work to develop a culturally appropriate response to children and families who are in need of help in the First Nation communities. In developing Mamow Obiki-ahwahsoowin, we have sought to be true to the original vision that the Chiefs and Elders had when Tikinagan was created. The service model is now described in detail in a set of comprehensive service manuals, including service standards and policies, and case management procedures and forms.

Mamow Obiki-ahwahsoowin is designed to respect the inherent authority of First Nations to care for our own children. It acknowledges that our First Nation mandate supersedes provincial legislation and that our ultimate goal is the pursuit of complete First Nation jurisdiction over our own child welfare services. Until this goal is achieved, Mamow Obiki-ahwahsoowin services are designed to be culturally appropiate and meet the needs of our First Nations and provincial legislation, regulations and standards.

Customary Care

Customary care is an integral element of Mamow Obiki-ahwahsoowin. Within the customary care system, the First Nation Chief and Council have the authority to declare children to be placed in Tikinagan care when removal from their home is required. The First Nation, parents, Mamow Obiki-ahwahsoowin caregivers and children in care sign a Mamow Obiki-ahwahsoowin Care Agreement for children coming into the agency's care. Mamow Obiki-ahwahsoowin care puts the decision in the hands of families, extended family, communities, and First Nation leadership, and not mainstream Court systems.

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Message from the Board Chairperson

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At the end of this fiscal year, our communities, our lives, and everyone around the world were disrupted by the COVID-19 pandemic. While our services continued, the significance of our service model Mamow Obiki-ahwahsoowin, which means "everyone working together to raise our children," took on a whole new meaning. With travel restrictions and office closures across the North, our essential workers, including our community-based staff, remained available without any interruptions to serve our children, families, and communities — 24-hours a day, seven days a week.

At the timing of writing this, we are still in a difficult, somewhat uncertain time right now. We are all learning to cope in new ways and we're having to make sacrifices for the safety of our children, families, and communities due to the restrictions. For example, every August, the Board, our Executive and Staff look forward to hosting our Annual General Meeting in one of our communities. As a visual learner, I cannot wait to sit down again with the Board and discuss our business in-person. Although we continue to communicate over teleconference and phone, there is something special, more meaningful, about being together. And as I consider my own experience, I think about the children and families during this time. I want this same in-person experience for our families and children. That is why Mamow Obiki-ahwahsoowin is so important for everyone in our communities to understand: it is not just the immediate family raising our children; it takes a community.

Ultimately, Mamow Obiki-ahwahsoowin is about keeping our children with us, and within our community. Designed to respect the inherent authority of First Nations to care for our own children and to ensure culturally appropriate services, we developed very different service delivery procedures and policies than mainstream Children's Aid Societies. We seek to maintain a child's



Lorraine Crane Board Chairperson

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connection to their community, culture, and family. This is important for our people because this is our history and our way of living. Child care law was knowledge passed down.

It makes me reflect to a time when I was seven-years-old and I lost my mom. My family stepped in and provided the care I needed. The community and the people in my life decided what was best for me. That is the tradition we keep by looking to our model and it is what Tikinagan is all about. When a child comes into care, it is important for each child to be part of a network of caring people. Every person who has an interest in the care of a child is asked to become part of the circle of care. During my last five years as Board Chair, I have seen Mamow Obiki-ahwahsoowin evolve and strengthen. I truly believe Mamow Obiki-ahwahsoowin is making a difference in the care of our kids in the communities - especially during a global pandemic.

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In late January, we received designation to provide services in the district of Thunder Bay — an effort that began 20 years ago toward working to change our Indigenous governance model.



Message from the Board Chairperson | b▷∩b·σ□b` △ΛCL9Δ· ▷∩<∩ΔΔ·)

We now look forward to delivering our service model in a new urban context in Thunder Bay, a city of more than 100,000 people with one of Canada's largest Indigenous population. Our people have to travel to or live in Thunder Bay to access resources that are available, such as health, education, or other services that are unavailable in their community. In January 2020, we received designation and expanded authority from the Ministry of Children, Community and Social Services to allow us to provide child protection services to families from their area First Nations who reside in, or are visiting, the Thunder Bay district. The Tikinagan Chiefs' Committee, representing our 30 First Nations, has been asking for this expanded designation since 2013. The Chiefs' Committee was in lengthy discussions with the Ministry regarding the collective First Nations' demand that their chosen child protection service provider, Tikinagan, serve their families in Thunder Bay. This is a great achievement on behalf of our people. But it's not about our Board, the Chiefs Committee, the Executive or our Staff doing the work — it's for the people. This designation is all about the children. Life is going to be different in Thunder Bay now because we have a say in what happens to our children. We have every confidence that Tikinagan, guided by the Chiefs of the 30 member First

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Nations, our Elders and our youth, will deliver the customary care to which our children and families are entitled.

This year, we were set to begin taking action toward our new five-year plan, which will include vision for our expanded jurisdiction area. We are excited to release this strategic plan in the near future and will be sharing this with all of our community members and stakeholders. One area of focus we intend to revisit in the near future is our response plan to future pandemics, if any. We also want to look at our extended jurisidiction and take a more proactive, prevention services to increase our supports for families in the communities we serve.

I am so thankful to work with a Board of Directors and great group of individuals who are very passionate and committed and to what we do. They work very hard and care deeply about the overall wellbeing of the agency. Many of Board Members have been serving for several years, which provides us with long-term vision. We also have some newer faces who have an equal importance and contribution in our work. Our Elders Council has a lot of knowledge with traditional teachings, and I value their input anytime.

I continue to admire the leadership provided by our Executive Director. At the community level, her cultural experience and language skills is a valuable asset for Tikinagan. Alongside her is our Senior Management team, who are all capable and hardworking individuals who not only do their jobs exceptionally well and stay on top of everything, but have a passion for our children and families. This enthusiasm flows directly into our frontline staff, and our Board is thankful for their dedication.

As we all remain socially distanced, you can take great comfort in knowing your agency is working diligently to keep families safe and connected. Until next time when we can meet again in-person. Stay safe and look out for each other.

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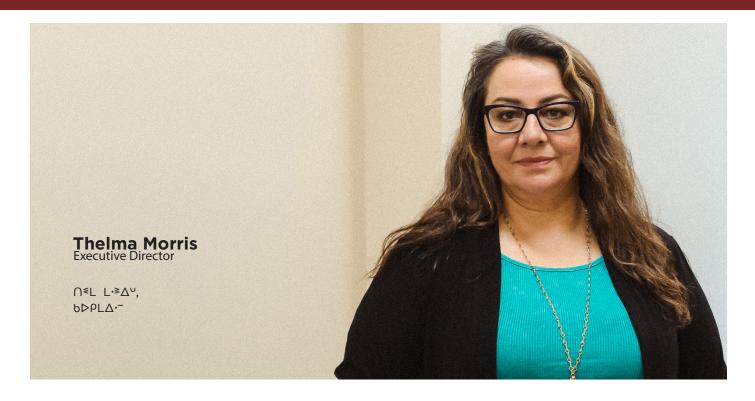
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Message from the Executive Director

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Waachiye, Greetings!

As our children grow, families go through phases of transition. The key is to able to handle these changes, adapting to the needs of the children. Loving and caring adults in the lives of our children sustain and empower them through the good and difficult times.

This is a similar approach we take at Tikinagan. We work to serve and support our communities as they grow and needs change. We are considered a resource and we want better outcomes for our families. We want to protect our children, help our families, and nurture our communities.

We are taking on a bigger role in supporting our families. In late January, we received designation to provide services in the district of Thunder Bay – an effort that began 20 years ago toward working to change our Indigenous governance model. We held strong to the Chiefs' vision and kept working to get

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where we are today. This means communities with families in Thunder Bay will have ownership of the services that are conducive to their way of life, including their cultural traditions, food, language, and belief system. It also means leadership from our communities are involved in the planning and support of their community members living in the Thunder Bay district. This is a good thing because it is a movement toward the Anishinawbe-Aski people taking ownership of their child welfare laws and moving towards their own service models in each community.

One community has already started this hard work. We commend Kitchenuhmaykoosib Inninuwug (KI) on the establishment of their own Family Welfare Law. We continue to work together with KI on achieving federal and provincial recognition of their law as well as transition to full implementation. We believe it's important that our First Nations establish their own law specific to the people, how child welfare was done in the past, and how it pertains to the future. It is exciting to think about the role Tikinagan can play moving forward to support our communities in this effort.

At the tail end of this fiscal year, we adapted to new measures due to the COVID-19 pandemic. We were caught a little off guard in terms of not having the equipment and technology for staff to work remotely, but we got to work immediately. We were also able to increase resources for families and took advantage of the financial incentives for our frontline workers. Through it all, our services continued uninterrupted and children and their families maintained communication despite isolation and social distancing.

We now begin the next five years of our strategic plan. What's important for our long-term approach is that we continue to build capacity at the community level. This means that each community is fully staffed, providing program supports to families. We also want to continue to strengthen our partnerships. This fall we planned to release a five-year strategic plan, but certain circumstances,

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such as COVID-19, have changed this timeline. As we strengthen our priority response to include our new designation, we recognize our plan needs to be expanded. However, we are still taking all the input provided that was done previously and updating the strategic plan for the next five years, which will include our expanded jursidiction. We look forward to sharing this vision with you.

Protecting the privacy of our clients has always been a part of our work at Tikinagan. Part X is a new section of the *Child*, *Youth and Family Services Act*. It sets out a legislative privacy framework for Ontario's child and youth sector. Effective January 1, 2020, it sets rules for the collection, use, and disclosure of, and access to, personal information held by ministry-funded and licensed service providers. Under this mandate, we will have clear rules for collecting, using and sharing clients' personal information; as well as requirements to protect clients' privacy and improved transparency and accountability.

We've also launched and staffed a new service with our Youth Outreach Team. The goal of this team is to make sure each child and family always has someone to connect with. It is also about providing stability and consistent in their lives.

A significant change internally at Tikinagan this past fiscal year was adding one week of cultural days for staff. This gives time for them to enjoy their cultural activities while employed at Tikinagan, as well as supports their self-care. We want to make our staff feel they are valued and we recognize the hard work they are doing.

In closing, we look forward to another year with our First Nation leadership, Elders, youth leaders, community resources, partners, foster parents and families working together to raise our children.

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COVID-19 RESPONSE

At Tikinagan Child & Family Services, our primary responsibility is the wellbeing of children and their families. This is always at the forefront of our minds and guides the work that we do while working together with our First Nations communities.

In the midst of the COVID-19 pandemic that has taken the world by storm, our methods of service delivery have had to change and we have taken unique measures to still be able to provide services – including office closures and creating a foster parent hotline. But we always remain available to serve children, families, and the First Nation communities we serve – 24 hours a day, seven days a week.

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> 1-800-465-3624 Learn more at Tikinagan.org

The Tikinagan service model Mamow Obikiahwahsoowin means "everyone working together to raise our children" and it always directs the work we do with children, youth, families, and communities. It reminds us that the answers lie within the community, and this is the approach we take when providing child protection services and helping our families.

Services for Children in Care

Tikinagan is mandated by our First Nation leadership to provide services that are culturally sensitive to the needs of Indigenous children, families and communities. We are accountable to the Chiefs and to the communities for this responsibility. Our staff work hard to keep families together, but sometimes children need a place of safety. Mamow Obiki-ahwahsoowin allows us to work with each family and their circle of care to help them during difficult times. Our approach honours our traditional way to respond to protection concerns. We aim to keep children connected to their culture, family, and community by prioritizing placement with extended family in or as close to their home community as possible with the end goal of reunification with their immediate family. It's always important to remember that Tikinagan and the First Nation leadership do not remove a child from their family unless there are protection concerns. Almost all children coming into Tikinagan care are under the authority and direction of their First Nation, not the court system. With Mamow Obiki-ahwahsoowin, a system developed by our First Nation communities, we are able to truly consult with each First Nation and work with each child's circle of care to respond to protection concerns. This is the advantage over the court system, as it means families have more flexible and culturally appropriate services.

We started out the 2019-2020 fiscal year with 482 children in care, and ended it with 494 children in care. This number has been on the decline in recent years, but this is the second time we've seen under

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500 children in care in the last 15 years. Also, we still remain under our five-year average (531). This is proof that our Mamow Obiki-ahwahsoowin service model and our emphasis on prevention and early intervention has managed to decrease our numbers again. We continue to work with our Prevention Unit by helping families at home. We work closely with other community resources to get supports for families.

Of the 494 children in care, 357 are in customary care (72%) under the direction and authority of First Nations. Of the 137 other youth not in customary care, there are 42 youth who voluntarily signed on for financial support following their 18th birthday.

Transitional services are provided for youth in care with developmental disabilities who require special care from Developmental Services Ontario (DSO) after the age of 18. In 2019/2020, we had one client transfer to these services. Tikinagan has been working towards identifying youth at 14 to 15 years of age, developing plans to transfer their supports at the age of 18. We continue to support those who are deemed eligible past their 18th birthday, until the transition to adult services is complete.

Intake and Family Services

This past year, our intake team received 8,871 referrals, which include general questions about our services as well as child protection concerns. The five-year average for referrals is 7,304, so we've had a higher than average amount of referrals this year. There were 812 initial investigations that were closed upon completion and 239 initial investigations that were transferred to ongoing services. We had 562 investigations into ongoing cases (624 five-year average). These numbers are lower than last year (599) yet we had more referrals. These numbers help us illustrate that families have ongoing needs for intervention and support services.

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Residential Services

Tikinagan is still the largest provider of residential services in the province of Ontario. Of the 494 children in care, we have placed 366 in our jurisdiction, 27 in Thunder Bay. We maintain focus on recruitment of community-based and Indigenous foster homes because Indigenous children deserve an Indigenous home. As of March 31, 2020, we had 244 foster homes. There is still a great need for more foster homes, especially in our First Nations to keep children in their home community. Probably the most common type of foster home is when we receive a call from someone who wants to take a family member into their home (such as a niece or nephew) when the parents are struggling - a true customary care approach to fostering with Mamow Obikiahwahsoowin.

Thunder Bay Transition

On January 30, 2020, we welcomed the decision of the Ministry to allow our agency to provide child protection services to families from their area First Nations who reside in, or are visiting, the Thunder Bay district to ensure our First Nations are properly consulted when it comes to their families receiving service. Since establishing our presence in Thunder Bay in 2017 and with many of our families in and moving to Thunder Bay, we have grown to be responsive to their needs.

In order to prepare for this transition, we had regular meetings with the Ministry and two local children's aid societies based in Thunder Bay. We have hired more staff, secured office space in the city, installed the necessary IT equipment, and purchased an Agency Operated Home (AOH). Most importantly, we have begun actively recruiting more foster homes with Open House and Meet and Greet events in the community. We expected to begin transition in Fall 2020.

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Youth Outreach Team

Given the location of our communities, we recognize youth have needs beyond regular child care work. Many of the resources and supports they require are outside their own community. We began to address this with an initiative to support youth 12-21 to identify gaps to provide assistance and support for vulnerable youth. The Tikinagan Youth Outreach Program (YOP) is committed to providing outreach and support to young people that encourages and re-inspires them to invest in themselves and their future by building and nurturing values, behaviors, knowledge, attitudes and life skills that reinforce a positive self-esteem and hope for a brighter future.

Fostering positive relationships with caring adults is a critical component of this mission. We have begun recruiting a Youth Outreach Team, and the creation of our training program is almost complete. We will begin with the development of a home in Sioux Lookout for females first in an effort to keep them closer to their home communities and families, while accessing the services they need to support their growth.

Meeting Service Standards

Tikinagan has a dual mandate: first to our Chiefs and second to the Ministry. We ensure we meet all Mamow Obiki-ahwahsoowin standards, provincial licensing requirements, and standards for the safety of our foster families and children in our care. This fiscal year, we focused on training and providing supports for our foster parents. We implemented fire and medical safety training. We created resources to aid in training for our workers. These resources have been received well and our foster families feel equipped to manage provincial safety requirements in their homes. With the decentralization of the Foster Care team we ensure that licensing compliance remains the same across the Agency.

Effective July 1, 2019, legislation changed in regards to AOH and Live-In AOHs. These types of homes

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Service Highlights | $\Delta \cdot \Gamma " \Delta \nabla \cdot \Delta \cdot \alpha$ bp dobUP?

are now licensed under the Group Home Licensing requirements, rather than the Foster Care Licensing requirements. We completed successful licensing reviews for these type of homes. We continue to work to improve placement, programming, and management of children in our AOHs. We have many high risk clients needing to fill these beds which has proven to be very challenging.

Through our Mamow Obiki-ahwahsoonin service model and its design to ensure culturally appropriate services and to promote the delivery of services at the community level by community-based workers, while meeting provincial legislative requirements, standards and regulations, we have worked diligently to establish a strong Training Unit within our agency.

During the 2019-2020 fiscal year, Tikinagan offered 5 sessions of CWP, three of these sessions were held in Thunder Bay and two in Sioux Lookout and 76 staff completed the course. These sessions were delivered by two in-house training staff.

During the fiscal year, there were 217 training sessions offered by the agency that covered a wide a wide variety of topics. These trainings help our staff develop and grow to work with our children and families, it also helps us develop our own resources such as foster homes and agency operated homes so that we can keep our children within our communities and close to home.

As Tikinagan continues to grow and expand its services, there remains important, ongoing work to keep our children safe and families supported. This effort would impossible without the hard work by our caring staff. We share a vision of keeping families together, caring for our youth closer to home, and preventing children from coming into care.

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Statement of Child Welfare Fund

Operations 2019/2020

Operating Revenue	2019/20	2018/19
Child Welfare	\$ 56,254,050	\$ 52,286,125
Other	\$ 21,004,984	\$ 7,614,570
Total	\$ 77,259,034	\$ 59,900,695
Operating Expenses	2019/20	2018/19
Salaries & Benefits	\$ 34,316,224	\$ 24,835,955
Boarding & Client Services	\$ 33,544,418	\$ 33,787,216
Administration	\$ 13,352,684	\$ 5,512,428
Total	\$ 81,213,326	\$ 64,135,599
Fund Balances, beginning of year	\$ (4,234,904)	\$ (2,272,410)
Settlement of prior year deficits	\$ 2,053,348	\$ 2,272,410
(Deficit) or Surplus for the year	\$ (3,954,292)	\$ (4,234,904)
Fund Balance, end of year	\$ (6,135,848)	\$ (4,234,904)

A summary from Schedule 1 – Statement of Revenue and Expenses – Child Welfare – compiled by MNP LLP, Chartered Accountants

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$^{\prime\prime}$ $^{\prime\prime$	\$ (3,954,292) \$ (6,135,848)	\$ (4,234,904) \$ (4,234,904)







Pictured top left: HR staff participate in the Big Trout Career Fair in April 2019.

Pictured top right: Sledding day in Webequie with our Prevention Team.

Pictured bottom: Lac Seul Staff take to the lake for a team-building exercise.

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More than 100 staff gathered for a Supervisors Meeting in February 2020. Pictured top left: Thelma Morris, Executive Director. Top right: Rachel Tinney, Associate Executive Director. Bottom left: Rosemary McKay, Mamow Special Projects Coordinator.

Tikinagan Child and Family Services would like to recognize employees who have reached their 10th, 15th, 20th and 30th anniversary of employment with the agency in the 2019-2020 fiscal year. Our thanks and congratulations go to the following employees for their many years of dedicated service to the families and children of this region.

10 years Ruth Beardy Kayla Beck Lee-Anne Besselt Armand Binguis Heather Gillespie Amanda Tait Sandra Gray Caroline Lafleur Phyllis Marie McKay Beatrice Kakepetum Sarah Morin Nancy Sakchekapo Amanda Trenchard Aaron Kakegumick Rodney Rae Christina Zatorsky

Floyd Chisel

Michelle Lobreau Angela Williams Amy Hardy Jesilyn Daniels Steven Somers

15 Years
Annie Anishinabie
Teresa Angeconeb
Roy Beardy
Rachel Tinney
Ellen Meekis
Robert Meawasige
Emily Van Voris
Wendy Baumbach
Dawn Gardhouse

Nora Chisel

Marion Kenny Edna Quequish

20 Years
Anne Morgan
Randy Fukushima
Christine Stever
William J. Davis
Frances Grieg
Harry Suganaqueb
Deanna Mitchell

30 YearsCaroline Derouin
Marie Hudson

Leaving their mark since 1990

Read the stories at tikinagan.org/news

When Marie Hudson started her career with Tikinagan Child & Family Services as an optimistic, unwittingly the 35-year-old in September 1990 thought she was accepting a temporary reception position.

Now, 30 years later, wise and experienced, she's still in the same chair.

"When I applied, it was to cover the person who was on maternity leave," explains Hudson, a Bearskin Lake First Nation band member. "I was supposed to be there for a couple of weeks until they found someone permanent. I never heard back from anyone after that. I suppose that was my hiring day when I arrived here."

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Based out of the Sioux Lookout office, Hudson recalls her first week as a "hectic time" by learning on the go after a 15-minute orientation. Not only was she overwhelmed by the number of calls, but the size of the phone and the number of buttons were daunting. Back then, she recalls handling as many as 400 calls in one day.

But Hudson did more than answer and redirect calls. She tells of her experience as a Case Aide Worker, traveling to several of Tikinagan's First Nation communities.

"I got to travel by vans, cars, and airplanes to pickup parents and children to where they needed to go," Hudson explains.

Hudson has also kept busy as a Foster Parent, supporting teenagers in difficult times and sharing many positive memories.

"I liked looking after teenagers, some even wanted me to adopt them. It was busy doing this, it's like you have extra children to take care of. It was never boring. It was fun and hard at times."

Thirty years ago, Caroline Derouin moved from Weagamow Lake First Nation to Sioux Lookout to support her children's education with the hopes of finding a career where she could work with children.

"I really enjoy working with children, and that's where I was most of my career," reflects Derouin. "To be able to make a difference for a child — by something you said, something you did, you encouraged them.

"That was the main reason I joined Tikinagan, because I wanted to help kids and be around kids. They're so full of life and kids are so precious, each one of them."

Starting her career with Tikinagan as a File Clerk at the age of 31, Derouin was encouraged to take on different roles in the agency, including as a Child Care Worker.

Derouin's advice to new Tikinagan employees is to be mindful of the main goal, which is working with children.

Derouin concludes: "I hope that Tikinagan continues to grow, and provide its services to our clients and our children. And as for myself, I am going to stay until they kick me out!"

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