

Annual Report 2008-2009

Tikinagan Child and Family Services



Anniversary

Tikinagan Child and Family Services

BOARD OF DIRECTORS

(at March 31, 2009)

Officers

Harvey Kakegamic, Chairperson Moses Mawakeesick, Co-Chairperson Ron Angeconeb, Secretary-Treasurer

Directors

Jim Bottle, Board Member Tommy Fiddler, Board Member Gideon Peters, Board Member Ananias Winter, Board Member

ELDERS COUNCIL

Elsie Fox Moses Fiddler Emily Gregg Georgina Neshinapaise

$\cdot \nabla L_{\parallel} \nabla \cdot \Delta \cdot \nabla \sigma_{2}$

>CΛCL9\
(7·b⁻ Δ"ΔL L≥Γ 31, 2009)

bσbσ^νρ9∙⊲⁻ ⊳ρL`

DCVCF₀,

° ·<⊃≤, ▷CΛCL9 ·CΓ Λ′≤d≥, ▷CΛCL9 P∩৮° ΛC≥°, ▷CΛCL9 dσα৮° ·Δ°C≥, ▷CΛCL9

blh



MESSAGE FROM THE BOARD CHAIRPERSON: Harvey Kakegamic

A Salute to 25 Years of Tikinagan

For decades leading up to the 1980s, the most intimate and challenging conditions experienced by our Anishnabe children and families were overseen by non-native child welfare agencies - not of our culture, nor of our communities. In 1984, we had an opportunity to change that. And twenty-five years later, we give thanks to the visionary Chiefs and Elders who embraced that opportunity.

2009 marks twenty-five years since our farsighted leaders gathered under canvas at the Big Trout Lake Keewaywin Conference and deliberated the future welfare of our children. I think the reflections of Tikinagan's first Executive Director, Wally McKay, capture the energy of those early discussions:

"In the summer of 1984, I sat in a giant tent listening to our leaders debate the directions they should be pursuing for their people. There were many questions raised. There was uncertainty, there was confidence. The chiefs spoke, the councillors expressed their support, the elders gave guidance. When all was said, the leaders were in unanimous agreement. It was time to take control of (our) child welfare responsibility... I was there. I think back to the days when our chiefs spoke and decided that they must have the right to establish and direct their own child care services. The elders had a vision of what must be. The Chiefs had a dream. We have all shared in that vision and that dream."

The decision to reclaim our authority to protect and care for our children, reached twenty-five years ago in a tent in Kitchenuhmaykoosib Inninuwug, has led to vital changes for Anishnabe families in our communities. In August 1984, Nishnawbe Aski Nation Chiefs signed a five year agreement with the provincial government to develop an "Indian authority" to deliver child welfare services in our area. Only halfway into those five years, on April 1, 1987, Tikinagan Child and Family Services received full designation as a Children's Aid Society with responsibility for all child and family services within our territory. Bill Nothing was Chair of the Board at the time and Wally McKay was our Executive Director. Tikinagan, along with Payukotayno Family Services of James Bay, became the first Aboriginal child welfare societies in Ontario.

We have much to be proud of in the twenty-five years

>CΛCL9 >CΛCL9 "<>> 69

·ላቦሩ ወያርል ወትወል፣ ላ"የ የሃኒፈካ ከተዋል

Γſ $_{0}$ $_{0}$

2009 \forall "P· \forall \ \forall Γ" Δ σ \$Ca σ \$> σ \' \forall "P ΓΛΛ\\, \forall Λ\' \forall Λ\' \forall Υ\' \forall Υ\' \forall Λ\' \forall

Γ'C"Δ PC>Γ' ΓΡU'CL' <ΔΛ' σΓCaσ\ρων' <4"P' <6P LΓCσ\<4P' <2* PaadLΓ' ΓΓ' <4\Δ\) <6PΛ <ΔΓ"Δd\) ΓΟΛαL' P\<4C\<4\σα\<5" σ<<4\σα\<5" Δ\<6\σα\<6" Δ\<6" Δ\<6" Δ\<7" Δ\<6" Δ\<7" Δ\<7" Δ\<8" Δ\<8" Δ\<9" Δ



since our inception. We owe our gratitude to many people for helping us actualize our vision. I welcome Chiefs, staff, Elders and visitors to Sandy Lake First Nation for the Annual Assembly this year. Together, we will give thanks to our many predecessors who established this noteworthy organization. Together, we will commit to a future of dedicated work in our communities to help build strong families and nurturing environments for our children to grow and prosper.

Tikinagan continues to subscribe to the principle that "The Answers Lie within the Communities". One of our primary objectives over the years has been to relocate workers and offices to our communities - to become an essential fabric of the First Nations we serve. We have made continual progress towards that goal. From our humble beginnings in 1984 with nine prevention workers in seven northern communities, we now have a majority of First Nations community based workers, in offices in 27 communities. We also have foster homes in almost all of our communities. Our goal is to support families in their communities and to try to keep children as close to home as possible.

Several years ago, we also made a commitment to bring back children in our care who were placed with outside agencies. We continue to work towards this goal. We have remained true to our philosophy: to work collaboratively with the communities towards a better future for our children, using a service model that reflects our own culture and values.

On Tikinagan's part, we give credit and thanks to our staff for the excellent working relationship they have forged in the communities. It is our staff - from management to frontline workers - who work so hard to deliver services as a part of a community team with leaders, Elders, families and other service providers. Our staff can feel justifiably proud of their organization because they are the ones who continue to find new answers to the challenges they face every day and who never forget the values and traditions of the communities in which they work.

I would like to acknowledge my fellow Board members and Elder Council members for the support they give to the staff and for their commitment this past year – and in the past twenty-five years – to the goals of the organization. In particular, I would like to acknowledge my co-chair, Moses Mawakeesick and Secretary-Treasurer, Ron Angeconeb. I am grateful for the work of our Executive and Finance Committees and would like to commend the Board for its commitment to fiscal restraint in their own expenses and for the efforts made in the past year to control and reduce the deficit to the extent that this is possible. We welcome new members to the Board this year: Ron Angeconeb of Lac Seul First Nation and Ananias Winter of Wapekeka First Nation. We thank departing Board members Elsie MacDonald of Webequie First Nation and Emily Gregg for their years of excellent service, and we welcome Emily to the Elders Council.

ЬĽ'৳∙ΔґԼҍҎ҄҆᠈ ⋂Ѵ҆᠈҄Ҁ҄҄9∙∆ҩ᠈ Ҍኆ ﹐9ΔʹͿ ͺΓͽʹነ∙Ϥ⁻ ͺ₽σႱσʹͿΓαͺαʹ ۹₽⊳Ր ͺ⊳۸Ҏ·Ϥ⁻ ͺϧኆ ͺΓͽϒ·Ϥ⁻ͺ_{*}

σ·Δ ααdL` σ·ΔΓ \triangleright CΛCL9` \triangleright 4 \vdash 6°+" \triangleleft 7 \triangleright α⋄· ∇ · 2 5 \vdash CΛCL9` \triangleright ΛΓ \triangleleft 4 \vdash 6· 4 - 4 - 4 α \vdash 6· 4 - 4 0 \triangleright 6· 4 \triangleright 7· 4 \triangleright 8· 4 \triangleright 8· 4 \triangleright 9· 4

As Tikinagan commemorates its twenty-fifth anniversary, we give thanks to the Creator for the gift of our children. The Creator has entrusted us with the responsibility of building strong families and communities and we accept this responsibility with humility and gratitude. I am aware that we still have a long way to go in our journey toward healthy families and communities. There are still too many of our children in care, too many families in crisis, too many problems holding back our youth from achieving their potential. We have come a long way and we can be thankful for the progress made by our organization since 1984. We now look forward to working together with communities and other partners to complete the vision our Chiefs imagined twenty-five years ago. We will not be happy until the vision of healthy families in vibrant communities is fully realized. With our Creator's help, we will get there.

Harvey Kakegamic Chairperson **Tikinagan Board of Directors** $\mathsf{OV}^2\mathsf{P}^4\mathsf{A}^2$ $\mathsf{A}^4\mathsf{A}\mathsf{L}$ $\mathsf{B}^4\mathsf{A}^4$ $\mathsf{F}^4\mathsf{A}^4\mathsf{P}^4$ $\mathsf{C}^4\mathsf{A}^4\mathsf{P}^4$ $\mathsf{C}^4\mathsf{A}^4\mathsf{P}^4$ ρρα CqՂαL₃*

"**⊲≥**∧ Ь9ЬГ` **⊳**σ**bα**ΛCL9 Ubop, PCVCTa



News release

FOR IMMEDIATE RELEASE

Communications Group (416) 965-7252

August 22, 1984

HISTORIC AGREEMENT SIGNED IN NORTHERN ONTARIO

Indian people in Northern Ontario will provide child and family services in their own communities beginning this Fall.

Robert McDonald, Deputy Minister for the Provincial Government's Community and Social Services Ministry, and Dennis Cromarty, Grand Chief of the Nishnawbe Aski Nation - and his six Tribal Council Chiefs and I transfer of Child "Memorandum of Agreement" permitting the welfare services and programs.

The Agreement, to take effect gradually over the next five years, paves the way for Indian communities and Bands to make, and carry out, decisions affecting the welfare of their children.

The Deputy Minister was attending the annual summer conference of Indian Chiefs in Big Trout Lake, a community located some 200 kilometres from the shores of Hudson Bay.

"The time has come to develop services in a manner that recognizes the culture, heritage and tradition of the Indian people," Mr. McDonald told the Chiefs of the Tribal Councils and 41 community reserves.

The nine-page legal document states that the Nishnawbe Aski Nation will form a Corporation and progressively begin to provide services to their children under the programs detailed in the Child Welfare Act and the new Child and Family Services Act, when proclaimed.

Grand Chief Cromarty, who speaks for the Tribal Councils of Central, Kayahna, Muskego Cree, Pehtabun, Wabun and Windigo, called the signing of the Agreement and the co-operation between the Government and the Indian people of Northern Ontario a very important stage in the lives

"Our Ministry and the Nishnawbe Aski Nation have agreed to prepare a work plan that will be put into place by October 1st of this year followed by a detailed plan by April 1985", added Mr. McDonald. "Thi done in an orderly fashion." "This

...Cont'd



EXECUTIVE DIRECTOR'S MESSAGE: Micheal Hardy

I am pleased to report on the year 2008-2009 for Tikinagan Child and Family Services. As we look back on a year in the life of our organization, we are also looking back on the past twenty-five years at Tikinagan. The year 2009 marks twenty-five years since the founding of our First Nations child welfare agency by the Chiefs in 1984. It is fitting that we have our 2009 Assembly in Sandy Lake First Nation because Sandy Lake is our head office. And the theme of this year's Assembly, *Protecting Children, Promoting Healthy Families, and Preserving Communities*, reflects the essence of our mandate since our inception.

With the support of Elders, Chiefs and Councils, families, community members and staff, Tikinagan may now look back on a quarter of a century of work with pride and celebration. We have continued throughout our evolution as an agency to hold true to our leaders' vision to work with families so that children remain in their own communities. We have endeavoured to live by our underlying principle that "the answer lies within the communities". While we acknowledge the challenges our work in northern child welfare have brought and will continue to bring, we may look forward to the next twenty-five years with a genuine sense of accomplishment for what we have been able to do thus far. Child welfare is a complex and demanding business but I firmly believe there is no better business to be in and no better way to make a commitment to the future than to stand for the safety and wellness of children.

Mamow Obiki-ahwahsoowin Service Model

Tikinagan has continued to champion the delivery of an appropriate model of child welfare service in our communities. Our service model - Mamow Obiki-ahwahsoowin - meaning "Everybody working together to raise our children" is our own system for protecting and caring for children and supporting families. It was designed here and it represents the culmination of twenty-five years of work to develop a culturally appropriate response to children and families in need of help.

In developing Mamow Obiki-ahwahsoowin, we have made every effort to be true to the original vision the Chiefs and Elders had when Tikinagan was created in 1984. We may all view our commitment to creating our own approach to caring for children with well-deserved pride and a sense of having done something important. We can also celebrate our effort to move our services to the north. We are doing what we set out to do and we can now say with confidence that Tikinagan is a community-based agency with a real presence in and a sense of ownership by our communities. The majority of our staff are now community-based. This year we demonstrated our commitment to move children back to our area and out of

NPΦP3 DPL DU<U7·∇3: Γ29€

σΓ·σC² ∇<ρ∩αL² ▷"▷·∇ 2008 - 2009 Πραδ² C/

⟨"P ▷Π<ΓJ·Δ², ▷Cα\ ⟨"P ЬΔαΛЬ\ ЬΡΛΔ∫ ⟨ΔρСL9⁻

PLΓCL /·Δσα² ΡΠαΛΓ² Ьሩ ▷Cα\ σ∫СασЬων ⟨«"P²

δρλ ⟨ΔρСL9⁻ Πραδ², 2009 Ь⟨«"P·⟨¬) ⟨Τ"Δ ∇ΠΛ\\

σ∫СασЬων ⟨«"P² ⟨«"Λ² δρ LΓ)·⟨¬) ◊ ▷ΡLЬα\ РСσ∫σσ·Δ

▷ΡL·Δσα² 1984 Ь⟨«"P·⟨¬), αΛ⁻ α"Δ\ Δ"ΔL σδ° \δ"ΔЬσ\\

ΓС∫ L·⟨Π"ΔΠασ·⟨¬) 2009 L·⟨Π"Δ)·Δ², ∇Ьα·∇σLЬω·⟨¬

⟨√| √"Δηδ\, Γ⟨ΔρυΡ² ΓΓωЬΕΡ² Πν²Γθ·Δα² Ь⟨ ∇LαΓΓЬυΡ²

С∫θ·Δα² Δ∫σЬ∪ σL·⟨Π"Δ)·Δσα², σ/С·Δα·δ² ▷"▷·∇

Δ"ΔL δΔ∫ΛΓ ⟨ΔρΡСL9Ь\ ⟨Λ⟩ δρ ▷α√⟨¬⟩*

 ΘΡ ΡαΓЬU` LL° ΡΛΡ"
 ΛΟΡ"
 ΛΟΡ
 ΟΡΕΘΑ` ΘΕΡΕΘΑ` ΘΕΡΕΘΑ' ΕΘΕΘΑ ΘΕΡΕΘΑ ΘΕΡ



the supervision of other Children's Aid Societies by continuing to develop options for repatriating these children. The staffing and structure of residential services has been adjusted so that we can focus on the development of specialized and treatment placement options within the north. Moving home is a challenging process and it is not done yet, but the effort is worth it because we truly believe the answers lie within the communities.

The Mamow Obiki-ahwahsoowin model is a collection of resources which provide the best options to support each child and family. Our workers assess each child and each family individually, working collaboratively to decide which strategy or tool will be useful in each situation. The model provides a range of tools so that families may work in the approach that best fits their needs at the time. This is important as we want to have the widest possible options for intervention so communities can be successful at protecting their children and rebuilding healthy and vibrant families. Mamow Obiki-ahwahsoowin belongs to the First Nations – it combines community values and traditions with the necessary tools to protect children. This unique combination is what makes it an effective approach in our communities.

Desired Outcomes for 2010

The following are Tikinagan's desired outcomes for 2010:

- Every Branch Office will be accredited
- Fully decentralized
- Full complement of staff
- All children will be served within our jurisdiction
- All Branch Office/satellite offices equipped to same standard
- All staff "eat, drink & sleep" Mamow Obiki-ahwahsoowin
- Integrated residential treatment services
- Mamow Obiki-ahwahsoowin is known throughout the North
- Compliance reviews achieve a minimum of 80% with Ministry and Mamow Obiki-ahwahsoowin standards
- All staff receives effective supervision.
- A minimum of one Elder on staff in every community.
- First Nation legislation in effect.
- Supervisors have the skills to train their staff.

These goals were revised and reconfirmed at our management retreat in October 2008. Achieving these goals will fully implement the Mamow Obiki-ahwahsoowin service model and fully decentralize our services with appropriately staffed and equipped community offices. We are determined to reach these goals and look forward to the many partnerships we have developed to join us in our work. The most pressing challenge at the community level is to involve other service providers in the work with families.

Δ"ΔL LL° ΝΛΡ"Δ·Δλ·Δ° ΛΓ·ΔΓ9·Δσσ' LL·ΔU·Δ° 9979699, Deapludia "AJD" PA UNJUAIN "ADPAPO" Deapludia ዓP <<ՐՐЬ∪·ዓን Δ"ΔL ЬΔፓ <VJ·ЬΡን Δረ\·Δαን_{*} Δ"ΔL $\begin{picture}(20,0) \put(0,0){\line(1,0){100}} \put(0,0){\line(1,0){10$ $\cdot \Delta \Gamma^{\parallel} \Delta \cdot \nabla \cdot \Delta \alpha^{2} \Gamma \Box P^{2}$, CI9 $\cdot \Delta \alpha^{3} \Gamma \Box I B^{"} P^{2} \cdot \Box \Gamma B \alpha \cdot \nabla \sigma L \cdot \Box \Gamma$ ▷σႱσኄፒ·◁᠈ Ьሩ Րዮ∙∇ ▷ଂՐЬ∪ዮ› ♭Г⊅≻Г₽Ь، ዮሩ ₽Ľ⊅ፖኤ ΟΝουθουν αριστικών ΕΓ. ΦΟΛοςσία ΓΓ. ΦΥЬ αγισταγία. ΛΓ·ΔΓ9·Δσσ - LL·Δσ6U·Δ° Δ9σ·Δ° CJ9·Δ° 6ΡΓ ΔαΡCΡ° $\Lambda L \Pi \gamma \cdot \Delta \sigma \sigma'$ by $\Delta \sigma \iota \sigma \cdot \Delta \sigma \cdot \Delta \sigma'$ and $\Delta \sigma \cdot \Delta \sigma'$ $\mathsf{P} \nabla \mathsf{T} \ \sigma \mathsf{C} \cdot \Delta_{\mathsf{A}} \mathsf{C} \cdot \mathsf{P} \mathsf{b}_{\mathsf{A}} \ \mathsf{d} \mathsf{D} \mathsf{L} \ \mathsf{T} \sigma \mathsf{L}_{\mathsf{M}} \mathsf{d} \mathsf{P} \mathsf{v} \cdot \mathsf{d}_{\mathsf{L}} \ \mathsf{d} \mathsf{T} \mathsf{Q} \mathsf{v}_{\mathsf{A}} \ \mathsf{V}_{\mathsf{M}} \mathsf{D}_{\mathsf{A}} \mathsf{V}_{\mathsf{A}} \ \mathsf{D}_{\mathsf{M}} \mathsf{D}_{\mathsf{A}} \mathsf{D}$ $PC\Gamma$ ΡСЈ9-Δσα*

2010 Δ"P·Δ" b·Δ UΛσЬUP"

- $bC'P^{9}$ $L'\alpha^{"}\Delta 9 \cdot \Delta b\Gamma d^{9}$ $C\sigma'C \cdot \Delta \sigma bU \cdot \triangleleft^{9}$ $DPL \cdot \Delta \sigma \sigma \cdot$, $L'\alpha^{"}\Delta b\sigma \circ D$
- CΥ΄ ΔΦΡαδα΄ δαC·∇°CdΥ·Δ⁻ CΦΡ"Φδω·Φ΄
- ΡЬσ Φ·ΦΙων C·ΦΓ"ΦΡΦ·Φν Ρ"ΡΓ ΡΟΡΦν

- LY- Δ 6- Δ U σ / ∇ χ 64.C- ρ 2 Γ F. ρ χ 6... σ 4- σ 7- σ 7.
- βρα Δοραδα΄ ·β>΄ CDPL·Δ°C·Δβο·Δ΄
- ⊲σ∫σσ∙Δ Δۅω∙∇∙Δ³ ⊲ω Γ∩σ Ր⊲<ՐՐЬ∪` Δ"ΔL 2010 ⊲"₽∙⊲`
- DPL' P'PCL' Δ Ld· Δ 0 Ld· Δ 1 LDL Δ 0 Δ 0 Ld· Δ 2 Ld· Δ 2 LDL Δ 0 Ld· Δ 0 Ld· Δ 2 Ld· Δ 3 Ld· Δ 4 LDL Δ 5 Ld· Δ 6 Ld· Δ 6 Ld· Δ 7 Ld· Δ 8 Ld· Δ 9 Ld· Δ



Mamow Sha-way-gi-kay-win

Mamow Shaw-way-gi-kay-win, the North South Partnership for Children, has continued to evolve as a united effort by northern and southern organizations and communities to work together to support northern children and their families. Mamow Sha-way-gi-kay-win is a unique organization in that the education and sharing go both ways. Southern communities and organizations are now coming to understand the realities of life in the north. Northern First Nations are also coming to have a better understanding of southern organizations and charitable foundations. I see this partnership as absolutely essential in our work to make a real change in the lives of children in the north. There is no other way at this point to correct the imbalance in the quality of life between the north and south of our province.

The Mamow Sha-way-gi-kay-win partnership brings in useful outside resources to foster community development, building on community strengths and initiatives. The partnership has worked with seven communities to date in a collaborative process called 'Searching Together' or 'Mamow Nana da-we-ki-ken-chi-ke-win'. Seven reports were produced for use by the communities in their efforts to move forward and deal with crucial issues.

Mamow Sha-way-gi-kay-win has incorporated and established its own Board of Directors. The Board consists of five northern community representatives, five southern representatives and one Tikinagan representative. The northern representatives are: Chief Adam Fiddler, Chief Donny Morris, Chief Gordon Anderson, Chief Connie Gray-McKay and Felicia Sagutch. Board Chairperson Harvey Kakegamic is the Tikinagan representative on the Mamow Sha-way-gi-kay-win Board. A great deal of development work has taken place during the past year to get the Partnership organized and fully sort out its corporate affairs. During the past year, Tikinagan has been focussing on building the capacity of the Partnership to operate independently from Tikinagan.

Government Liaison

As Tikinagan enters the next twenty-five years as a child welfare organization, I feel that the Ministry of Children and Youth Services has now come to see the value in our service model and approach. There is no doubt that we continue to struggle to meet compliance standards in the communities but it is important to note that the Ministry has come to better understand our realities. Tikinagan's Mamow Obikiahwahsoowin service model and the Ministry's seven pillars of Transformation have much in common and certainly share the same overall vision and aims.

What Tikinagan has achieved

Tikinagan is recognized widely in Ontario and elsewhere as a successful First Nations child welfare organization. We receive requests from people from every sector asking us what we

LL° ω·∇ρ9·Δ>

LL° ω· ∇ P9·Δ², P· ∇ ΠΔ` ω· Δ Δ` · Δ CΔPΓΠ·Δ² Δ · Δ Jω` PΓ, ΛΓ ▷αΓ6U LL° ∇ ΔαЬCΓ· Δ Γ · Δ ΓΝΔ° b Δ ω· Δ Δ` LΓCL λ · Δ α² b Δ CJ9· Δ α² Γ· Δ CΔPΓΠασ· Δ α Γ Δ ΛαL· Δ ΒΔ· Δ Γ · Δ ΓΩΔ` Δ Δ Λω` b Δ DNV²Γ9· Δ σσ· Δ α² LL° ω· Δ Γ9· Δ β · Δ Γ · Δ Γ9· Δ β · Δ Γ0· Δ Λ · Δ Λ · Δ Γ0· Δ Λ · Δ Λ

 $\Delta"\Delta L \ LL^{\circ} \ \omega \cdot \nabla P 9 \cdot \Delta^{\circ} \cdot \Delta C \triangle P \Gamma \mathcal{D} \cdot \Delta \sigma \sigma^{\circ} \quad \nabla \Gamma \cdot b \mathcal{D} \cap b U \cdot d^{\circ}$ $D \cap \sigma 9 \cdot \Delta \alpha^{\circ} \quad 9 \mathcal{A} < \Gamma \Gamma b U P^{\circ} \quad \Gamma \wedge \Gamma \wedge \Delta \Gamma b \Delta^{\circ} \quad L' b \cdot \Delta \Lambda \cdot \Delta \sigma \sigma^{\circ} \quad b \mathcal{A}$ $\Delta \Gamma \Delta \Gamma 9 \cdot \Delta \alpha^{\circ} \quad b \cdot b \mathcal{A} \Gamma \quad C \mathcal{A} 9 \cdot \Delta^{\circ} \quad L' \mathcal{A} 1 \cdot \Delta \sigma \sigma^{\circ} \quad b \mathcal{A}$ $\Delta \Gamma \Delta \Gamma 9 \cdot \Delta \alpha^{\circ} \quad b \cdot b \mathcal{A} \Gamma \quad C \mathcal{A} 9 \cdot \Delta^{\circ} \quad L' \mathcal{A} 1 \cdot \Delta \sigma \sigma^{\circ} \quad b \mathcal{A}$ $\Delta \Gamma \Delta \Gamma 9 \cdot \Delta \alpha^{\circ} \quad b \cdot b \mathcal{A} \Gamma \quad C \mathcal{A} 9 \cdot \Delta \alpha^{\circ} \quad \Delta \Gamma \Gamma \Lambda \cdot \Delta^{\circ} \quad \sigma \cdot \omega \Lambda \quad \mathcal{A} \Gamma \Lambda \cdot \Delta \alpha^{\circ} \quad \mathcal{A} 1 \cdot \Delta \Gamma \Lambda \cdot \Delta \alpha^{\circ} \quad \mathcal{A} 1 \cdot \Delta \alpha^{\circ}$

ΡΡΙ·Δ² **b**·Δ**CΔP**L**bΔ**⁻

9doa' do NPab' bb"PJ-



have done to create the stable, accountable and culturally responsive agency we now have. There is no magic in what we have all done here together over twenty-five years. We have come to where we are today by remaining committed to our founding principles and values and by creating a toolkit of services and strategies which reflect the spirit and intent of those values: respect, trust, commitment to our culture and to our languages and our Elders, and a passion to be accountable to our communities, leaders and membership. We are in the communities now and we will always be there - through good times and bad. The Chiefs now take ownership and control of the organization and our successes are shared as true partners. Tikinagan is no longer the outsider coming in to the community – we live in the community – and we have forged important relationships towards our common goal: the betterment of the lives of children and families.

This year the agency had the great honour of receiving a special presentation from the Atkinson Foundation – The Ruth Atkinson Hindmarsh Award. The award is presented to recognize organizations whose work has improved the lives of disadvantaged children. Tikinagan was nominated for the award by the Laidlaw Foundation, one of the members of Mamow Sha-way-gi-kay-win. Tikinagan accepted the honour not only on behalf of our agency, but also on behalf of the First Nations leadership, community resources and all the people at the community level who contribute to our work and inspire us to work towards a better life for our children and families.

Honouring Grandparents

This is an appropriate time to pay tribute to our Elders and grandparents as we reflect on the past year and the past twenty-five years of our history. We all owe a heartfelt debt of gratitude to the grandparents who have supported parents and taken over parenting as an interim measure during some very difficult times in the lives of communities. Because of their tireless efforts, countless children remain at home or close to home. Their contributions to family and community have been made despite grieving and worry, and despite their own aging. Now it is time for parents to regain their strength and the ability to care deeply about their children. That is our mission for the future, but we thank the Elders and grandparents who have sustained our families through many troubled times.

Looking Ahead

Looking ahead to the next twenty-five years, Tikinagan will continue to build on our achievements. We have set our standards high and we now have the difficult task of pressing on to keep putting our principles into practice and to start to concentrate on the most important element in our model of care – strong and vibrant families. Working with our leadership, we have moved our agency north – Tikinagan is truly in the hands of the communities it serves. Our next challenge is to concentrate on rebuilding strong families and to support

6α·∇°Γ9·Δ° ΛΓ·ΔΓ9·Δσσ ▷"▷L <Ι"ΟΣ Δ≺ 64 <6°* Γ∫° $\triangleleft \cdot \nabla \vdash$, $<< P_3$ $\forall P \cdot \partial \cdot \cap \cdot \triangleleft$, $\forall P \supset C \Gamma$, $\bigcup P \cap \neg \supset \vdash$, $\bigcap \square P \cdot \triangle$ bL"b·dU', b4 dσισσ·ΔΟCJ·Δσσ' bΔιλΓ dopcl9Lb' ΡΡΦ ΡΕΝΟΊ ΓΓο ·∇ΟΦΕΕΠΑ, ΦΟΦ, ΦΊΟΦΑΡΦΟΙ Διιδ.* $PPP \ PP \ PP \ PPP \$ DaJbe<> ٩ΛΓσω"ΔL' 64 Δ·9σ·Δ° 6PC Δσ°C·6P° $PC\sigma \mathcal{I} \sigma \sigma \cdot \Delta \sigma \alpha$, $\nabla P D''D'' b4 << b^{\circ} \cdot \Delta \Gamma'' \Delta \cdot \nabla \cdot \Delta \alpha^{\circ}$ ∇-6 Δ∫Ր٩-Δα³ ∇ΡΡረΡ³ Δ-٩σ- $\forall \sigma \Gamma \sigma \sigma \cdot \Delta \Lambda L \cap \Gamma \Delta \sigma \sigma \Delta \sigma = 0$ $\Rightarrow 0$ \Rightarrow ΓΠσ ΡΩΊ <ΡΠσΠζΑ, Μ"ΩΓ ЬСΩΊΩΩ·∇ΥΓΠζ·ΌΩσι Δ.Ρ የበያየያ \cdot የላል የስተመመመው አላ የተመመመው የበያየያ \cdot የላይ የተመመመው የተመመመ የተመመ የተመመመ የተመመመ የተመመ ΡCJ9·Δσα³, ΡϽσbσCL9Γα³ b4 CJ9·Δ³ ▷ΠV³Cd/* ላø de Late, per Flats, age, du per punscera **64 ΓΩ** ΦΛΙΟΦ' LΓCL' Δσσ ∇·6 σ·ΔCΓ·ΔΓ° σ·ΔCΦΡL6σας βρα σΓΦΥ·Δσαας, Πραβς β·Δς Δω Λ·ΔU $\Gamma\Delta\sigma^{\circ}Cd\gamma^{-}$ $b\Delta\omega^{-}$ $C\mathfrak{I}9\cdot\Delta\sigma\sigma^{\prime}$ - $C\mathfrak{I}9\cdot\Delta\sigma\sigma^{\prime}$ $\sigma\Pi\mathfrak{I}$ $bV\mathfrak{I}\Gamma^{\circ}$ - $\Delta \cdot \rho$ ab pade, phu pascibes incorded upu UΛαL` Ρ"Ρ·∇ ΡαCLΥ·Δ»: Δ·ΔͿͳ ΓΓ·αͿσσ` ΡΛLΠΛ·Δσ·Δ

∀ρσηὰΓΡὸ∙Ϥ- ΡΙώιΓ, ρ∢ Ρ٩ΙΓ,

ΓΔ\ Δd' Γστ'C·Δα·ΔΙδΔ·Δ' - ΡΡΓΡ"ΔΓαα\ δ4 ΣΓωΓL\
δ4 ΣΙΓΣΤΘΌ CL\ ΣCα\ δΡ Δ"Ρ·Δ\ δ4

ΣCα\ σΓCασνΔω\ Δ"ΡΟ δΡΛ ΔΔΡCLΙΔΙΝ ΠΡαδο\
δΡα ΡαC·ΣΟ Cdt Γο Γααμλυν ΣΓωΓL\ δ4 ΣΙΓ ΕΝΕ
δρα ΡαC·ΣΟ Cdt Γο Γααμλυν ΣΓωΓL\ δ4 ΣΙΓ ΕΝΕ
δρα ΡαC·ΣΟ Cdt Γο Γααμλυν ΣΙΓΩ ΕΝΕ
δρα ΔσΓ\Διν ΛιΠτ'Δα\ Δ"Δι Cσθ·Δσσ\\ Γ"C"Δ δρ
ΔΔΡCLΘ·Δ', ΔΓ"Δ δΡΣΓ Δτ'\ Γσ\ Δ·Δσ\ ΣΕΓΩ Δσ\ ΣΕΓΩ ΕΝΕ
δα·ΣΟ Δτ' ΕΝΕ
δα·ΣΟ Δτ' ΕΝΕ
δα·ΣΟ ΕΝΕ
ΣΕΓΩ Ε

σδο ∇ΔαΛασ∙Φ'



communities and families who are seeking to be whole again. It is a balancing act with all child welfare agencies - building healthy families while at the same time ensuring all children are protected.

Tikinagan is a provider of child welfare services and our communities more and more have come to see us as that, an agency whose standards of service to children have been set by the communities, standards that stand apart from political processes or individuals. Tikinagan stands for upholding the parents' responsibility to seek wholeness in order to raise their own children. Tikinagan's role is to be there in the community, mentoring young parents, supporting families who are seeking to regain their equilibrium, but in the end to ensure that children are protected when they need it. There is no magic formula to keeping children at home – it is simply a question of parents assuming their responsibility to parent and Tikinagan being there to support their efforts. We cannot turn away from this basic responsibility or seek to unload it elsewhere. Tikinagan's future mission is clear. We must facilitate the growth of healthy functioning families. If we are successful in this mission, our families, children and communities will be successful.

The Tikinagan Team

It is difficult to adequately express my profound appreciation for all the people who contribute and who have contributed to the work of Tikinagan. I want to acknowledge Tikinagan senior management and staff whose unparalleled commitment make a difference in the communities and who refuse to let any problem interfere with their positive and professional efforts to conduct their work based on Tikinagan's principles. I would like also to pay tribute to our Board and Elders who for twenty-five years have guided our work and made the tough decisions that have strengthened us and made us what we are. I would like to mention, in particular, the very significant role played by the Board Executive under the capable and dedicated leadership of the Board Chairperson, Harvey Kakegamic. I acknowledge the Chiefs and Councils who have embraced the vision of working together to raise healthy children in healthy communities. I acknowledge the foster parents and supporting families who live our work every day and have done so for countless children over these many years. Most of all, I acknowledge our families and children who often face impossible challenges in their lives with courage and the determination to rise again. As we move forward to the next twenty-five years, I pledge that Tikinagan will be there with you in every step of your journey to wellness.

Micheal Hardy Executive Director **∪**Ьσρ, ▷∙ρ≻∪σσ, ⊲∙⊲ጊኒ∙∇ ρσ∙Δ,∟∂•∇, ∙∇∟_"∇∙Δ∙∇σ, $\nabla \cdot b \ PCJ \cdot \Delta \sigma a^{3} \ d\Gamma^{\parallel} \Delta \ \nabla \Delta J \ P9 \sigma \Gamma d \Rightarrow \ \sigma a \cdot d'$ $\Delta q \cdot q \cdot \lambda \cdot \nabla r \cdot \nabla r \cdot \Delta r \cdot \Delta$ $\cdot \Delta \Gamma ^{\parallel} \Delta \cdot \nabla \cdot \Delta \sigma \sigma$ be DaD.4 CJ9.4a2, $\cdot \Delta \Gamma ^{\parallel} \Delta \cdot \nabla \cdot \Delta a^2$ Vb Δ " Δ L \triangleright e ω · ∇ · Δ \triangleright PL· Δ e σ ' δ Δ J Λ Ω 9 Υ ' δ 4 ∇ 6 δ 6 Δ J ΛՂ٩- ⊲٠∇Α, ὑδ ▷σ٠٩ςδ<>* ∪δσρ, ▷αρσ⊃, ▷αδωζης ▷ΛΡ"Ϥ<° ▷σ∪σ"ω°* ΠΡαδ° αC·∇°CdΥ Δ"ΔL CJ9·Δσσ\ $\Lambda V^{2} \Gamma^{4} \Delta \Delta^{2} bb^{4} \Gamma^{5} \Gamma^{5} < \nabla \Gamma \Lambda L \Lambda^{2} \Delta \sigma \sigma$, $\omega d^{-} C^{\vee} \sigma b \Delta U$ ዓቦ $_{}^{-}$ \triangleleft ና \square የ $^{\prime}$ Δ " Δ L $b\Delta$ Jb· Δ - - Δ F" Δ Λ d Δ σ " ∇ Δ J Δ " Δ D σ P" Δ dL Δ - · Δ Δ - · Δ $\begin{picture}(20,0) \put(0,0){\line(0,0){1997}} \put(0,0){\line(0,0){$ Γ⊲≻- Γ⊲γαL9-* ρ·∇> ρ6 αρΩ⊃ΥΕ> Φ"▷·Δ 6C≻·ρLΥ·∇ασ> $64 6.0^{\circ} < 6^{\circ} 66 0.0 < 600$ b4 ΓΓ $_{D}$ 2 ΠV 2 Γ $_{1}$ Ο $_{2}$ 3 4 PNV°Γ9·Δσαα°, ΡσΙσ"Γα° 64 PCJ9·Δσαα° ·6৮\ CPACTYQ/*

Πραβο Δρραβα'

<PN G 9. 4 - A "AL NPab" > CDP. AGG', GaadL' NPab" Dbr, ρ< dαbσρσ, ργι <bu >

<br $DC_DP\cdot\Delta\sigma\cdot\Delta'$ by $PC_DP\cdot\Delta^ PC_DP\cdot\Delta'$ $PC_DP\cdot\Delta'$ $\Delta P D \cdot \Delta a^{\circ} \Delta \| \Delta L \ D C \Delta P \cdot \Delta \sigma \cdot d ' * \sigma \cdot \Delta \ a a d L' \ b A \ D C \Lambda C L P'$ <mark></mark> ዕሩ የቦታ"ላ` ላø σያር፬σታ፬ø' ላ"ዖ የለΓ σρα₀ρι√ασζωριδσας 64 βρ δοςζείας Γίνας αφρ ασμοσρο $D"D\cdot \nabla$ LCCL $Z\cdot \Delta^*$ $\sigma\cdot \Delta$ DC $\cdot \Delta C^*$ 64 6P Δ Z Z DPCL9 $\cdot Q$ ▷σЬαΛCL9·Δ ▷ΡL`, ∇Ρ σЬσCL9- ⊲"⊲·∇ "⊲≥Λ Ь9ЬΓ`_{*} σααdL' PPLba' b4 Daw·V·Δσσ·Δ' bP DCΛαΓ·Δ<> < \cdot Δ J \cdot Δ σ σ Γ \cdot Δ C σ P Γ Γ σ \cdot Δ \cdot Γ D Λ P" Δ D σ \cdot Δ - D Γ σ \cdot Δ - $\forall \omega$ Fid $\forall \mathbb{P}$ DCa' Fig $d\cdot \forall \omega'$ Df_* $\nabla \cdot b$ $L\cdot d^-$, $\sigma \cdot \Delta$ aadL'ΡΠνοηθιδασος ρε σισδο, ρν Γυρρρισ- δι σαινίσος $\Delta^{\parallel}\Delta L$ $D\Lambda L \cap Z' \cdot \Delta \sigma \sigma \cdot \Delta'$ $\nabla \cdot b$ $L \cdot \Delta^{-}$ ∇P $L^{\mu}b \cdot \Delta' \cdot \Delta'$ $b \in L \cdot \Delta^{-}$ σbσ°b>\ Δ"Δ·∇Π dCP>> σያCaσ>Δωι ⊲"P, σΠΡ> ΠΡαb> $\label{eq:condition} \mathsf{LVL} \cdot \nabla \mathsf{LVQ} \mathsf{GP}, \ \nabla \mathsf{n} \nabla \mathsf{L} \ \mathsf{L} \nabla \mathsf{P} \cdot \nabla \mathsf{Q} \mathsf{Q}, \ \mathsf{P} \nabla \mathsf{L} \ \mathsf{L} \mathsf{P} \mathsf{P},$

ሀեፊዮኔ ⊳եՐ ୮۶۹≼ "⊲≥ሀ



SERVICES HIGHLIGHTS 2008–2009

Intake and Family Services

There was a significant increase in referrals and workload during the 2008-09 fiscal year. Referrals more than doubled from last year: 4,300 compared with 1,951. The agency conducted 776 investigations, almost half of them requiring ongoing service (364). At year end, 683 families were receiving service

Workers and supervisors attribute at least part of the increased child welfare work to be caused by the drug abuse and addiction problems prevalent in our communities. These troubles inevitably impact children and families, and hence our services. Tikinagan is working with First Nations on these issues and participating at the NAN level in meetings and processes attempting to address this growing social problem. The increase in referrals has also led to a shortage of intake workers. Recruitment is occurring throughout the area for primarily community-based workers to be supervised out of Sioux Lookout.

In an effort to improve information sharing and increase collaboration, the agency increased case conferencing between intake/investigation workers and community-based staff. Case conferencing ensures that all staff who are directly involved with a family have the same information. Child safety during the investigation is a priority.

Services for Children in Care

We started the 2008-09 year with 519 children in care and ended with 538 children in care. Over the course of the year, there were 445 admissions, and so a total of 964 children received residential services from the agency this past year. The agency provided 189,273 days of residential service, slightly higher than last year. However the numbers indicate a general downward trend over the past five years in our total days of care.

As of the end of April 2009, we had 147 children in placements operated by Kenora-Patricia Child and Family Services. We continue to work towards increasing our capacity in our own communities to bring these children closer to home while providing the specialized treatment and care many of them require.

The Crown Ward Review conducted by the Ministry of Children and Youth Services occurred from July 7 – 11, 2008 and they reviewed 80 files with a compliance rate of 52%. This review consists of Ministry staff auditing the files of children who are crown wards to determine how the agency is working with and planning for children under our care. A primary reason for non-compliance was the quality and timeliness of the paperwork completed by our workers.

Λ**Π**9\·Δ° 64 Πν°Γ9·Δ° ·ΔΓ"Δ·∇·Δα°

ΓΡΓ Φ-ΦΙΊ Γ-ΦΙΡΡ -ΔΕΙΑΔΩ ΕΚ ΓΦΡΓΕΟΝ LL°

ΦσΙΓΑΔΩ, ΠΡΦΡ ΡΔΦΓΑ Φ-ΦΙΊ ΓΛΓ LL° ΦσΙΓΑΦ
Δ-ΑΦ-Φ ΑΦΡΦΡΦ ΕΚΑΤΑ ΑΜΑΚΑΤΑ ΑΦΡΕΙΑΘΑ

ΦΟΙΓΑΦΟ ΑΦΡΦΡΦ ΑΦΡΦΡΦ ΑΦΡΦΡΦΡΕΙΑΘΑ ΕΝΕΡΕΙΑΘΑ

ΝΟΡΑΦΟ ΑΦΡΦΡΦΡΦ ΑΦΡΦΡΦΡΦΦ ΕΚΑΤΑ ΕΝΕΡΕΙΑΘΑ ΑΝΕΡΕΙΑΘΑ

ΝΟΡΑΦΟ ΑΦΡΦΡΦΡΦΡΦΡΦΘ ΑΦΡΦΡΦΡΦΘΡΦΡΦΘΡΕΙΑΘΑ ΑΝΕΡΕΙΑΘΑ ΑΝ

$\cdot \nabla L \sqcup \nabla \cdot \Delta \cdot \nabla \sigma_{\sigma}$ $P \nabla \mathcal{L} \cdot P \Rightarrow U \sigma \cdot \Gamma P \sigma \cdot Q_{-} Q \cdot Q \mathcal{L} \omega_{\sigma}$ $P P \sigma \cdot \Delta_{\sigma} C q \zeta \cdot Q_{-}$



There were 168 serious occurrences reported to the Ministry of Children and Youth Services during this past fiscal year. Our statistics, along with the Serious Occurrence Reports filed on our youth by Kenora-Patricia Child and Family Services, continue to demonstrate the high risk behaviour demonstrated by our clients, e.g. drinking, drug use, AWOLs, and attempted suicide. There is ongoing dialogue between workers from both agencies about these issues.

Residential Services

A primary focus over the past fiscal year has been the evolution of our Residential Services Program to incorporate Tikinagan's decision to work towards returning all children and youth under our care from outside jurisdictions. The vision for the Residential Services Program is that Tikinagan will meet the needs of our clients by offering a full spectrum of alternative care services including regular foster care, specialized and treatment foster care, agency operated homes, and group care in our communities. Mamow Obiki-ahwahsoowin promotes the delivery of services at the community level by communitybased workers and local resources. Services are to be culturally responsive and supportive of traditional values and customs. We have begun to target the human and financial resources necessary to place children who come into our care into homes and facilities in our district and to repatriate children who are currently outside of our jurisdiction. The result is that children are closer to home and in a placement that understands and supports their culture.

However, we have an enormous task ahead of us. At the end of 2008-09 we had 538 children in care. As of April 2009, 147 children were placed in the Kenora-Patricia region. Many of these children require a higher level of care and treatment than those currently in care in our communities. Our goal is to establish, train and licence specialized and treatment homes in our communities to meet the needs of those children. There is a core of young people who will never be able to return because of their physical or emotional needs, but many more should be able to be accommodated closer to home.

Our next big step is to develop resources in our communities. We need to find and train foster parents to meet this level of care. Under this new concept, foster parents will have a clinical role in case planning with the social work team. In September 2009, we will launch a foster parent recruitment campaign with Wawatay Native Communications Society. The strategy will include posters, brochures, radio ads and a radio program, as well as a Wawatay website link taking people directly into our ads. The success of this program will strongly impact our ability to provide a wide range of residential care in our communities.

We have now solidified the structure of our Residential Services Program with Supervisors for each "stream": Foster Care (including both regular and specialized/treatment care) and Group Care. Each stream will have a Residential Supervisor that is responsible for supervision, development and implementation of the programs. PCa° PC° , 168 PC^{\prime} PC° PC° PC

 $PC\sigma_{\ell}$ PVL $\triangleleft_{ll}b_{\ell}d_{\ell}$ bVL $\triangleleft^{r}p_{ll}p_{ll}$ $\nabla_{ll}\nabla_{\ell}\Delta$ $P\Lambda^{o}\cdot\nabla_{o}\cdot\nabla_{ll}\nabla_{\ell}\Delta\cdot\Delta$ $ba\cdot \nabla^{3}Cd\cdot \cdot d^{-} \nabla \cdot b \ d \cdot b \Gamma^{-} \ \sigma \supset PL \cdot \Delta \sigma a \ bP \Delta \Gamma \ d \cdot b \Delta \cdot d <^{3}$ $Dba\cdot \nabla \sigma Jd\cdot \Delta \sigma \cdot \triangleleft D\Gamma_* \Delta \square \Delta \cdot \nabla bV \otimes \Delta^2 \cdot \Delta \Gamma \square \Delta \cdot \nabla \cdot \Delta \alpha^2 \Lambda \Gamma \cdot \Delta \Gamma \cdot \Delta^2$ $\Delta \mathcal{I} < \Delta \Gamma bU$ NPab' $\Gamma a P''b'$ $b \Delta \mathcal{I}$ $a C \cdot \nabla^2 \Gamma 9 \sigma^- \Delta \cdot 9 \sigma \cdot \Delta^2$ $\cdot \Delta \Gamma'' \Delta \cdot \nabla \cdot \Delta \sigma \alpha^{3}$ $d \Gamma'' \Delta \Gamma''$ $ba\cdot \nabla^{3}Cd\Gamma^{9}\cdot \Delta\sigma\sigma^{3}$, $\Gamma^{9}ab^{3}b\Lambda^{6}<\sigma\cdot C^{-}\cdot \nabla^{6}\Delta^{6}ba^{3}$, $b\in Dd$ $Pa\cdot\Delta_0 A_0 \nabla_0 A_0 \nabla$ <ρ∩σ6Uρ° ·ΔΓ"Δ·∇·Δα° Δ"ΔL C∫9·Δσσ' ΓΛΓ ΔΔΡCL9·Δ- $\triangle Paba' \triangle A C C C A C A C A C C A C C A C C A C$ $\omega\sigma$ > ∇ bΛ ΛΛ9\·d⁻, ▷"DL PCPa' bሩ ՐΡ P·∇ ▷CΛαbΔ·d<° ላ·d∫ω'

 $\Delta"\Delta \cdot \nabla \ \, \Gamma_{\alpha} \ \, 9 \forall \sigma \ \, d_{D} f b U \ \, f b^{\circ} f b U P^{\circ} \ \, D \cap \sigma 9 \cdot \Delta \alpha^{\circ} \ \, \Delta"\Delta L \\ P \subset J \cdot 9 \cdot \Delta \sigma \alpha^{\circ}_{\star} \ \, \alpha \subset \nabla^{\circ} C \cdot b^{\circ} \ \, f f b \cdot d b_{D} \cdot d^{-} \ \, b \cdot f \ \, f f p p_{D} "dL \cdot d b_{D} \cdot d^{-} \\ D \sigma P "\Delta dL \ \, 9 P \ \, b \alpha \cdot \nabla \sigma L \cdot d^{-} \ \, d \cdot d J \omega^{\circ}_{\star} \ \, b^{-} D L \ \, D^{-} P \ \, L \Gamma \Gamma 9 \cdot \Delta \sigma \sigma^{\circ}_{\star}, \\ D \sigma P "\Delta dL \ \, b b \alpha \cdot \nabla \sigma L \cdot d^{-} \ \, d \cdot d J \omega^{\circ}_{\star} \ \, b \wedge \Pi \gamma_{\delta} \sigma^{-} \ \, C \cdot \Delta \Gamma "\Delta \cdot \nabla \cdot d^{\circ}_{\star} \\ \Delta "\Delta L \ \, b \Delta J \ \, d \sigma J \Gamma 9 \sigma^{-} \ \, b \cdot A D \alpha P \alpha b \alpha^{\circ}_{\star} \ \, \gamma^{\dagger} U^{c} < \geqslant 2009 \\ b \Delta \alpha P \rho^{-}_{\star}, \ \, \sigma b L \Gamma D \Gamma^{\circ}_{\star} \ \, \Gamma \alpha \alpha D \alpha \cdot d \nu \cdot b \ \, d C P \nu^{\circ}_{\star} \ \, D \sigma P "\Delta d L \ \, 9 P \\ b \alpha \cdot \nabla \sigma L \cdot d <^{\circ}_{\star} \ \, d \cdot d J \omega^{\circ}_{\star} \ \, b \wedge \Pi \gamma_{\delta} \sigma^{-}_{\star} \ \, \nabla b \cdot d \cdot d U \ \, \sigma b \cdot \Delta C \Delta P L \Gamma^{\circ}_{\star} \\ V < \Delta^{\circ}_{\star} \ \, b d d \Gamma b U P^{\circ}_{\star}, \ \, L \lambda \alpha "\Delta b \tau \gamma^{\circ}_{\star}, \ \, b \cdot d \ \, \alpha D C J \cdot \Delta \sigma \sigma^{\circ}_{\star} \ \, C D \Gamma \\ P q^{\circ}_{\star} C d \Gamma b U \ \, D "D \cdot \nabla \ \, \nabla D C L^{\circ}_{\star} \ \, b \cdot \Delta \ \, \Delta "\Delta L \ \, L L C \cdot d \wedge d^{\circ}_{\star} \ \, d \cdot \Delta \nu^{\circ}_{\star} \\ D b P D \Gamma \ \, \cdot d < C \alpha \cdot d \ \, D \cdot 9 \sigma \cdot d^{\circ}_{\star} \ \, \cdot \Delta C L 9 \cdot \Delta \alpha^{\circ}_{\star} \ \, b \cdot 9 \ \, D \alpha \gamma b \cdot \Delta \Gamma - d^{\circ}_{\star} \ \, d \cdot \Lambda \Gamma \Delta^{\circ}_{\star} \ \, \gamma^{\circ}_{\star} \ \, \Gamma \sigma d^{\circ}_{\star} \ \, \eta d \wedge \Gamma \ \, \Gamma \Delta^{\circ}_{\star} \gamma^{\circ}_{\star} \ \, d \cdot \Lambda \Gamma \Delta^{\circ}_{\star} \ \, d \cdot \Lambda \Gamma \Delta^{\circ}_{\star$

Alternative Care (Foster Care)

At the end of March 2009, we had 345 approved foster homes, almost 100 more than we had at the beginning of the fiscal year. Tikinagan staff completed 194 home studies, 191 of which were approved. We also closed just over 100 foster homes, so our workers were extremely busy.

The agency submitted an update on the Residential License Work Plan to the Ministry in March 2009. A significant number of the tasks in the work plan have been completed and senior management continues to monitor its implementation. The Ministry expressed satisfaction on the agency's progress and issued the agency its first regular license after many years of provisional licenses. The work plan involves tasks that need to be completed by alternative care and child care workers.

The revised Alternative Care Unit Policy Manual was circulated to all offices after Board approval. Orientation to the manual for front line staff was completed by service managers and supervisors. The format of the manual (straight forward language, clearer procedural direction) was well received by staff and will be used when the family services and child care policy manuals are revised. The Unit continues to review and revise the forms used by workers to improve the quality of the information gathering.

The Unit will begin recruiting emergency foster homes in the communities. Foster parents in these homes will agree to have children placed with them any time, day or night, for a maximum of 30 days. The agency will pay foster parents \$100 per month to be available, plus the agency's per diem rate when a child is placed in their home. It is hoped this arrangement will increase our options for placing children in the community while an investigation is occurring or workers are planning how to respond to a specific situation. A contract will be signed with each foster home outlining the expectations and responsibilities.

Specialized and Treatment Foster Care

Currently, we have about 60 Specialized Foster Homes and a small number of Treatment Foster Homes. We also run three Agency Operated Homes (AOH) in Sioux Lookout, two in Lac Seul, two in Fort Hope, one in Red Lake and plan to develop one in Pikangikum this coming year. All of these homes operate to the same standards as foster homes under the agency's Residential License.

The specialized/treatment homes we plan to develop will have a more extensive home study completed than regular foster homes and will be expected to accept placements of children with special needs or at risk behaviour. One caregiver will be expected to remain in the home full time to care for the child and carry out his/her treatment program. Foster parents will be expected to provide supervision according to the child's needs, setting clear, fair limits and ground rules. Foster parents will also assist other team members in setting realistic goals and tasks

$$\begin{split} & \wedge \mathbb{P} \cdot \nabla \ \wedge \Gamma \cdot \Delta \Gamma \circ \cdot \Delta^{2} \cdot \otimes b \ \Delta \mathcal{I} \cdot b + \Pi \sigma b U^{\circ} \ b \Delta \cdot \nabla^{2} \Gamma \circ \cdot \Delta^{2} \ > b \ L \Gamma \mathcal{D}^{2} \\ & \cap \mathbb{P} \Delta \mathcal{D}^{2} \cdot \mathcal{A} b^{\parallel} \Delta b \alpha^{2} \ 9 \Delta \mathcal{I} \ b \alpha \cdot \nabla^{2} \mathcal{C} d / \sigma \sigma^{-} \ \mathcal{A} \cdot \mathcal{A} \mathcal{M} \ \circ \mathcal{C} \cdot \mathcal{V}^{2} \\ & \wedge \Lambda \Omega \wedge \sigma^{-}, \ \Delta^{\parallel} \Delta \cdot \nabla \Omega \ \mathcal{C} \mathcal{I} \wedge \Delta \sigma \sigma^{\circ} \times \ \wedge d \ \wedge d \ \wedge d \wedge \mathcal{A} \wedge \mathcal{A} \mathcal{I}^{\vee} \ \mathcal{C} \Delta \mathcal{I} \\ & \wedge \mathcal{A} b^{\parallel} \Delta b \sigma \sigma^{\circ} \ \nabla b \ D \sigma P^{\parallel} \Delta d L^{\circ} \ \Delta^{\parallel} \Delta L \ b \Delta \mathcal{I}^{\prime} + \mathcal{A}^{-} \\ & \wedge \mathcal{A} b^{\parallel} \Delta b \sigma \sigma^{\circ} \ \nabla b \ U \cdot V \mathcal{C} \alpha \cdot \mathcal{A} \ \Gamma \mathcal{C} \Delta \mathcal{C}^{-} \ \mathcal{A} \cdot \mathcal{A} \mathcal{I} \mathcal{M}^{2} \ \wedge d \ \mathcal{A} \wedge \mathcal{A} \\ & \wedge \mathcal{A} b^{\parallel} \Delta b \sigma \sigma^{\circ} \ \nabla b \ U \cdot V \mathcal{C} \alpha \cdot \mathcal{A} \ \Gamma \mathcal{C} \Delta \mathcal{C}^{-} \ \mathcal{A} \cdot \mathcal{A} \mathcal{I} \mathcal{M}^{2} \ \wedge d \wedge \mathcal{A} \wedge \mathcal{A} \\ & \wedge \mathcal{A} b^{\parallel} \Delta b \sigma \sigma^{\circ} \ \nabla b \ U \cdot V \mathcal{C} \alpha \cdot \mathcal{A} \ \Gamma \mathcal{C} \mathcal{A} \mathcal{C}^{-} \ \mathcal{A} \mathcal{A} \mathcal{A} \mathcal{M}^{2} \ \wedge \mathcal{A} \wedge \mathcal{A} \wedge \mathcal{A} \wedge \mathcal{A} \\ & \wedge \mathcal{A} b^{\parallel} \Delta b \sigma \sigma^{\circ} \ \mathcal{D} \mathcal{C} \ \mathcal{A} \mathcal{C}^{-} \ \mathcal{A} \mathcal{A} \mathcal{A} \mathcal{A} \wedge \mathcal{A} \wedge \mathcal{A} \wedge \mathcal{A} \wedge \mathcal{A} \wedge \mathcal{A} \wedge \mathcal{A} \mathcal{A} \wedge \mathcal{A}$$

$b\Delta \mathcal{J}$ $aC\cdot \nabla^{3}C\cdot b^{3}\cdot \Delta \Gamma^{\parallel}\Delta \cdot \nabla \cdot \Delta^{3}$ $\Gamma \cdot b \Rightarrow \Gamma \sigma b U^{3}$ $\Delta^{\parallel}\Delta L$ $ba \cdot \nabla^{3}\Gamma 9 \cdot \Delta \sigma \sigma^{3}$



for the child and report weekly on his/her progress. For this role, foster parents will receive a higher per diem and level of support from the agency. Additional training will be provided by the agency.

Group Care

The licensing review for O-Shkee Meekena Youth Healing Centre in Cat Lake was conducted by the Ministry of Children and Youth Services in January 2009 and a regular license was issued to March 30, 2010. This is the first regular license for the Healing Centre since Tikinagan assumed the operation and is an achievement for the staff and the Service Manager responsible for the Centre, Peter Nanokeesic.

Licensing reviews for the two group homes in Kitchenuhmaykoosib Inninuwug (KI) were conducted in February 2009 by the Ministry. Oshka Teesuk Neehgan Group Home received a provisional license with conditions effective to September 30, 2009 and Oshka-Teesuk Neehgan Healing Centre received a provisional license with conditions effective to November 30, 2009. Due to staff shortages in KI however, the Healing Centre is not open.

The agency is in the process of licensing the two Agency Operated Homes in Lac Seul First Nation as Group Care. This will allow more flexibility for the use of these homes which have frequently been empty over the past year as a result of not being able to recruit live-in foster parents. The Lac Seul Chief and Council are supportive of this change. A licensing review by the Ministry is to take place in 2009. Minor renovations to the two buildings to make them compliant with Group Care licensing standards will be completed by that time.

On-Call Services

Our on-call workers continue to be busy. We employ two full-time central on-call teams in Sioux Lookout who field more than 1,000 calls a month. In June 2009, we will take over Red Lake after-hours services from Kenora-Patricia Child and Family Services. Two after-hours workers will be based in Red Lake with supervision from Sioux Lookout.

Tikinagan has been working to establish community-based after-hours workers with supervision either out of Sioux Lookout or based in the community. A draft policy for After Hours/On Call has been provided to Service Managers for their feedback. Over the last year several different community on-call models have developed. We will work over the coming year to standardize the system throughout our jurisdiction. Pikangikum First Nation provides a good example of a formal community-based on-call system: two authorized child protection supervisors there oversee a roster of relief workers who monitor safety plans and respond to referrals.

Training and Capacity Development

Over the past year Tikinagan provided a wide variety of

$Pq P\sigma \cdot \Delta_3 Ld \cdot \nabla_3$

Δ"ΔL VΛ·∇≥Δ 2009 ⊲·⊲∫∫·Δ⊳ΡL·Δ° ⊳Ρ ҩΛ·⊲·⊲<Сα° $\nabla extsf{d} \cdot extsf{b} \cdot extsf{d} \cdot$ σδο Ρ9.Δ6ΓΝ ΡΓαδΩ Ενα"Δδονσσ Ωνς<≥ 30, 2009 ΓC·Δι'* Ubσρ, 1.ρ. ⊳CσρC, Δρ.δ Πνσδ, Γισ"∇ρΩγ $\rho\sigma_{\Delta} = \rho_{\Delta} = \rho_{$ $\triangleright \cdot 9\sigma \cdot \triangleleft \circ$ $\cdot \triangleleft b$ $\square \Delta b \alpha \circ$, 9b \wedge $\alpha \int \sigma \nabla P \wedge \int \int \cdot b P \circ \nabla C \alpha \circ b \circ d$ $\square P \cdot \triangleleft \circ \nabla B \circ d$ $\Delta b \cap \Delta b \circ \Delta_- D \circ b \circ \nabla b$ DPLb3 64 Daw. Διασιαί DCLaa. Δ D"D. Δα αCC9. Δασ. $\triangleleft \cdot \triangleleft J J \cdot \Delta \triangleright P L \cdot \Delta^{\circ} \triangleright b \wedge \quad a \wedge \cdot \triangleleft \cdot \triangleleft < C^{\circ} \quad \wedge \Gamma \cdot \Delta \Gamma \cdot 9 \cdot \Delta \sigma \sigma \quad L \wedge a \parallel \Delta b \sigma^{\circ} \quad \triangleright \Gamma$ $D^{\parallel}D\cdot \nabla$ $\exists \cdot b^{-}$ $\exists ^{\parallel}P\cdot \exists ^{\vee}_{x}$ $C\cdot \exists \cdot \nabla^{\vee}PbU\cdot \exists ^{\circ}$ $D\cdot 9\sigma\cdot \exists ^{\circ}$ $\sigma \mathcal{J}^{\circ}$ $\cdot \exists b^{\parallel}\Delta b\alpha^{\circ}$ LCl $\sigma_{b,b}\rho_{b}$ D9 $\rho\sigma_{b}_{a}$ L σ_{b} σ_{b} σ_{b} σ_{b} Chilpn Diid-A -d-Aild-Vo A-FF C92, DbF-Vo*



training opportunities for our workers. A new initiative was the administration of a competency test to ensure family service workers and supervisors have the appropriate level of knowledge and skills. Tikinagan is the only child care agency in Ontario that uses this test to certify its workers. The test is based on a series of training modules covering provincial child welfare standards and curriculum, and includes some agency specific information. It was developed by our Director of Services and is delivered by our training unit. It is an open book test to encourage workers to know where they can find answers to questions they encounter daily. Staff who complete the Child Welfare Professional Training Series (formerly titled New Workers/Hires Training) must pass the competency test and receive a recommendation from the trainer to be designated. If a worker does not pass the test, an individualized retraining plan is developed and a second test administered.

The Child Welfare Professional Training Series was offered twice in 2008-09, with 15 graduates the first round and 16 the second. Although it is a significant amount of work, staff have risen to this training challenge and are more skilled and confident because of it. We will design similar training modules and tests in the future for child care and alternative care workers.

This year the agency supported a shift in priorities to provide more training to our family service workers and supervisors and especially to target staff working with families with children under the age of two. This age group is considered high risk so particular attention was placed on assessing risk of young children in troubled families.

Other training offered to staff this past year included but was not limited to: Conducting and Supervising Forensic Interviews; Suicide Prevention, First Aid with CPR, Nonviolent Crisis Intervention, Critical Decision Making in Child Protection Work, and ongoing sessions on the Mamow Service Model.

A training for child care workers was held in April 2009 which included the provincial Ontario Looking After Children (ONLac) curriculum and agency case management standards. The training ensured that all new child care workers had an opportunity to understand agency expectations for children's services. We also provided an orientation to the case management child care standards via video conference to workers in KI to test this method of training delivery.

PP" Γ bU< σ ° Δ " Δ . ∇ Pr qp Δ J α . θ . θ </br/> \circ " Δ " Δ . ∇ . Δ α ° T. θ - θ
 \circ PP
 \circ PO
 \circ PO
 \circ PP
 \circ PO
 \circ PO<

$PP_{\Delta}^{\parallel}\Delta L_{A} \cdot \Delta^{2}$ by $A_{\Delta}P_{\Delta}P_{\Delta}$ burch $A_{\Delta}P_{\Delta}$

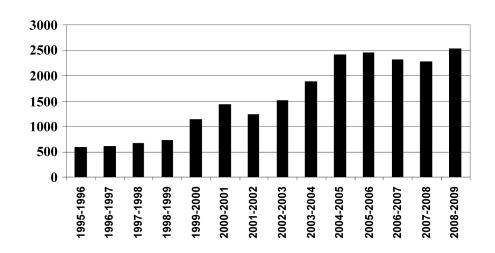
DCa' $bd''P\cdot d'$, $P\cdot b \Rightarrow \Omegaa\cdot Lba\cdot d'$ $<< b^{\circ}$ $daP\cdot \Delta$ $PPa''dL9\cdot \Delta\sigma a^{\circ}$ 6.9 \delta \d $\triangleleft \cdot \triangleleft \mathcal{I} \mathcal{I} \cdot \Delta$ $ba \cdot \nabla^{3} \Gamma 9 \cdot \Delta^{3}$ $\Delta a \Gamma 9 \cdot \Delta \sigma a^{3}$ $b \in PPD " \triangleleft L9 \cdot \Delta$ $L \neq a " \Delta b a^{3}$, ΡΕ ΑΊΟΠΑς Αυ, υνσιδ υδσρο ·∇ΟΓΑ·Φασο* ΡΟΝΓ·ΦΑΡ. $\cdot \Delta \Gamma^{\parallel} \Delta \cdot \nabla \cdot \Delta \sigma \alpha^{2} \cdot \Delta^{2} \quad b \rho \quad D^{u} D^{-} \quad D^{\parallel} D \cdot \nabla \sigma \quad \nabla \cdot b \quad \Delta^{\parallel} \Delta \cdot \nabla \quad \rho \rho \Delta^{\parallel} \triangleleft L 9 \cdot \Delta^{2}$ $6.9^{\circ}\Delta.\nabla.\Delta\sigma\sigma$ $\nabla.6$ $6.00^{\circ}\Delta.\Delta.\Delta$ $0.00^{\circ}\Delta.\Delta$ $\Gamma \triangleright \alpha P \wedge \sigma^- \Delta \cdot 9 \sigma \cdot 4^\circ \Delta \rho \alpha b \alpha^\circ * P^\circ \Lambda^\circ \nabla b \Delta \rho \alpha b^\circ \omega h^\circ b$ b·9Γ"Δ·∇·Δσσ, ΠΛα·∇ bΔ∫ VJd- <\p>Δραb° C\αCL·\db\r ⊲Φρ∙δ ρρΦ"⊲Γδ∙δΦΦ δ∙ρ Γσ Cσν ρ∙δι"⊲ρΦ*

$$\label{eq:continuous} \begin{split} \mathsf{d}\mathsf{CP}^{\flat} & \mathsf{d}\mathsf{DP} \cdot \mathsf{\Delta} & \mathsf{PP}^{\flat} \mathsf{d}\mathsf{LP} \cdot \mathsf{\Delta} \sigma \alpha^{\flat} \ \mathsf{bP} \mathsf{\Lambda} \cdot \mathsf{b} \mathsf{F} \mathsf{\Pi} \alpha \mathsf{L} \mathsf{b} \cdot \mathsf{D} \mathsf{d}^{-} \ \mathsf{d} \mathsf{d} \mathsf{P} \alpha \mathsf{b} \alpha^{\flat} \\ \mathsf{d}\sigma & \mathsf{L}' \alpha^{\flat} \mathsf{\Delta} \mathsf{b} \mathsf{U} \cdot \mathsf{d}^{\flat}, \ \mathsf{f}\sigma \mathsf{C} & \mathsf{D}\mathsf{C}\mathsf{F} \cdot \mathsf{d}^{-} \ \mathsf{b} \mathsf{d} \ \mathsf{f} \mathsf{DP} \mathsf{L} \mathsf{b} \mathsf{C}\mathsf{F} \cdot \mathsf{d}^{-} \ \mathsf{d} \mathsf{h}^{\flat} \\ \mathsf{b} \cdot \mathsf{P}\mathsf{f}\mathsf{F} \cdot \mathsf{V} \cdot \mathsf{\Delta} \alpha^{\flat}, \ \mathsf{\sigma} \mathsf{c}^{\flat} \mathsf{d} \mathsf{D} \mathsf{f}^{\flat} \cdot \mathsf{\Delta}^{\flat} \ \mathsf{P} \mathsf{A} \mathsf{D} \mathsf{d}^{\flat} \mathsf{d}^{\flat} \mathsf{d}^{\flat} \\ \mathsf{b} \cdot \mathsf{P}\mathsf{f} \mathsf{T} \cdot \mathsf{V} \cdot \mathsf{\Delta} \alpha^{\flat}, \ \mathsf{d}^{\flat} \mathsf{d$$

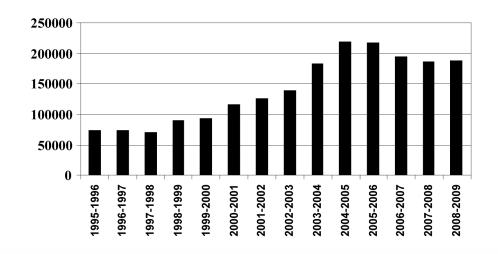
	2004 - 2005	2005 - 2006	2006 - 2007	2007 - 2008	2008 - 2009
Intake and Family Services					
Inquiries	411	426	331	358	448
Reports Received Investigation Not Required	1020	1035	918		1098
Investigations Completed: No Further Service	323	327	351	325	412
Investigations Completed: Transferred to Ongoing	297	276	265	272	364
Total Investigations	636	603	616	597	776
Caseload at Year End					
Investigations	184	51	51	89	243
Ongoing Service	636	727	621	569	683
Total Caseload	820	778	672	658	926
Total Cases Served*	2,421	2,458	2,312	2,265	2,532
Children in Care (including Other Society W	Vards)				
In Care (Beginning of Year)	523	607	541	502	519
Admissions to Care	472	414	453	482	445
In Care (Year End)	607	541	502	519	538
Total Children Served	995	1021	994	984	964
Total Days Care Provided	220,430	217,969	195,341	187,621	189,273
Foster Care					
Foster Homes (Beginning of Year)	379	431	349	284	257
Home Studies Completed	-	247	166	71	194
New Homes Approved	162	171	144	66	191
Foster Homes Closed	-	248	209	93	103
Foster Homes (Year End)	431	349	286	257	345
Adoption					
Adoption Placements	2	1	3	6	5
Finalized Adoptions	6	5	2	3	3

^{*} previous year end total caseload, plus current year reports received investigation not required, plus current year investigations completed

Family Services: Total Cases Served



Children's Services: Total Days Care Provided



TIKINAGAN CHILD AND FAMILY SERVICES

SUMMARIZED STATEMENT OF FINANCIAL POSITION

	Operating	Donation	Trust		
As at March 31	Fund	Fund	Fund	2009	2008
ASSETS					
Current					
Cash and bank	\$ 3,050,201 \$	303,686 \$	24,400 \$	3,378,287 \$	2,223,431
Accounts receivable	493,172	-	-	493,172	354,922
Due from the Ministry of Children					
and Youth Services	347,922	-	-	347,922	233,000
Prepaid expenses	24,729	-	-	24,729	21,841
	 3,916,024	303,686	24,400	4,244,110	2,833,194
Capital expenditures to be					
recovered in future years	819,054			819,054	1,033,634
	4,735,078	303,686	24,400	5,063,164	3,866,828
LIABILITIES Current Accounts payable and					
accrued liabilities Due to the Ministry of Children	2,487,207	-	-	2,487,207	2,028,859
and Youth Services	5,989	_	•	5,989	-
Deferred revenue	1,591,724	_	_	1,591,724	857,957
Demand loans	638,299	_	_	638,299	833,715
Current portion of	555,255				•
long-term debt	20,827	-	-	20,827	19,153
	4,744,046		-	4,744,046	3,739,684
Long-term debt	159,928			159,928	180,766
FUND BALANCE					
Unrestricted (deficit)	(168,896)	_	_	(168,896)	(196,913)
Internally restricted	(100,000)	303,686	_	303,686	117,641
Externally restricted	_	000,000	24,400	24,400	25,650
Externally restricted	 (168,896)	303,686	24,400	159,190	(53,622)
	\$ 4,735,078 \$	303,686 \$	24,400 \$	5,063,164 \$	3,866,828

TIKINAGAN CHILD AND FAMILY SERVICES

SUMMARIZED STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCE

	Operating		Donation	Trust	Total	Total
For the year ended March 31	Fund		Fund	Fund	2009	2008
REVENUE						
Child welfare	\$ 41,278,803	\$	-	\$ -	\$ 41,278,803	\$ 38,275,782
Other programs	2,598,373	3	-	-	2,598,373	2,801,862
Special projects	232,816	3	-	-	232,816	88,009
Donation Fund		-	306,472	-	306,472	116,790
Trust Fund		-	-	•	 -	29,166
TOTAL REVENUE	44,109,992	2	306,472	<u>-</u>	44 <u>,</u> 416,464	41,311,609
EXPENDITURE						
Child welfare	41,229,655	5	-	-	41,229,655	38,400,307
Other programs	2,597,435	5	-	-	2,597,435	2,801,862
Special projects	232,816	3	-	-	232,816	88,009
Donation Fund		-	120,427	-	120,427	96,984
Trust Fund		-	-	1,250	1,250	11,166
TOTAL EXPENDITURE	44,059,906	3	120,427	 1,250	44,181,583	 41,398,328
EXCESS (DEFICIENCY) OF REVEN	iie					
OVER EXPENDITURE	50,086	3	186,045	(1,250)	234,881	(86,719)
FUND BALANCE - BEGINNING						
OF YEAR	(196,913	3)	117,641	25,650	(53,622)	(221,684)
Adjustment to prior years' funding						
Child welfare	(22,069	9)	-	-	(22,069)	279,739
ADR funding	•	-	-			(24,958)
	(218,982	2)	117,641	25,650	(75,691)	 33,097
FUND BALANCE - END OF YEAR	\$ (168,896	3) \$	303,686	\$ 24,400	\$ 159,190	\$ (53,622)

TIKINAGAN CHILD AND FAMILY SERVICES

SUMMARIZED STATEMENT OF CASH FLOWS

For the year ended March 31		2009		2008
OPERATING ACTIVITIES				
Excess (Deficiency) of revenue over expenditures	\$	234,881	\$	(86,719
CASH PROVIDED (USED) BY OPERATING ACTIVITIES				
Decrease (Increase) in accounts receivable		(138,250)		(106,357
Decrease (Increase) in due from / to Ministry of Children				
and Youth Services		(108,933)		(1,666,898
Decrease (Increase) in prepaid expenses		(2,888)		245,528
Increase (Decrease) in accounts payable and accrued liabilities		458,348		307,916
Increase (Decrease) in deferred revenue		733,767		307,026
Capital expenditures to be recovered in future years		214,580		(338,949
CASH PROVIDED (USED) BY OPERATING ACTIVITIES		1,391,505		(1,338,453
FINANCING ACTIVITIES				
Increase (Repayment) of demand loans		(195,416)		356,593
Repayment of long term debt		(19,164)		(17,643
Adjustment to Child welfare		(22,069)		279,739
Recovery of ADR funding		(==,000,		(24,958
CASH PROVIDED (USED) BY FINANCING				(,
ACTIVITIES		(236,649)		593,731
CHANGE IN CASH DURING THE YEAR		1,154,856		(744,722
CASH BALANCE - BEGINNING OF YEAR		2,223,431		2,968,153
CASIT BALANCE - DEGINNING OF TEAK	***	Z,ZZO,-TO I		2,000,100
CASH BALANCE - END OF YEAR	\$	3,378,287	\$	2,223,431
CASH IS COMPRISED OF THE FOLLOWING:				
Cash (Overdraft)- Operating Fund	\$	(449,799)	\$	(119,860
G.I.C.'s - Operating Fund	•	3,500,000	-	2,200,000
Cash - Donation Fund		35,740		6,486
G.I.C.'s - Donation Fund		267,946		111,155
Cash - Trust Fund		24,400		25,650
	\$	3,378,287	\$	2,223,431

Staff Recognition

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

(Years of service at March 31, 2009)

10 years
Roseanne McKay
Judy Mainville
Karla Stanley
Peter Nanokeesic
15 years
Rosemary McKay
Raymunda Landry
Louis Sugarhead
20 years
Diane Hoey

Δρραβα' βσζς. Δα. Δβρ. Δ-

≥D _u ⊲₂ Fd₂
J∩ ¬∀°^∧≤
₽≥≤⊲ "C ₂ ≤∇
VC。 ወወb\/
ס⊳סמי ⊲"ףס
 ≥⊳°7σ L9°
≥d°L°C ≥d°N≥∆
≲⊳∙⊲^ ∞b∙∆°∩⋅b>
σ ∫ Cα ⊲"Ρ
C≻º "D·∆

```
THIS MEMORANDUM OF AGREEMENT made in duplicate this
                           22nd day of August, A.D. 1984
                          BETWEEN:
                                HER MAJESTY THE QUEEN, IN RIGHT OF ONTARIO AS REPRESENTED BY THE MINISTER OF COMMUNITY
                                (hereinafter referred to as "the Minister")
                              OF THE FIRST PART
                              - and -
                            NISHNAWBE ASKI NATION, PEHTABUN CHIEFS TRIBAL COUNCIL, WINDIGO TRIBAL COUNCIL, KAYAHNA TRIBAL PROJECT DEVELOPMENT AREA, WABUN AND MUSKEGOG CREE COUNC
                           COUNCIL, CENTRAL PROJECT DEVELOPMENT AREA, WABUN PROJECT DEVELOPMENT AREA, and MUSKEGOG CREE COUNCIL
                           (hereinafter referred to as "NAN")
                          OF THE SECOND PART
                         WHEREAS the parties have as their paramount
              objective the promotion of the best interests of children
              and their protection and well-being in the Nishnawbe Aski
             Area.
                    AND WHEREAS the parties hereto recognize that
           wherever possible, services to children and their families
                                                                                              have not been dealt with herein sha.
          should be provided in a manner that respects cultural,
                                                                                            consultation in the spirit of this As
         religious and regional differences, and that Indian people
        should be entitled to provide, wherever possible, their own
                                                                                                IN WITNESS WHEREOF these Dresent.
       child and family services, and that all services to Indian
                                                                                        by the Deputy Minister of Community and s
                                                                                       behalf of the Minister of Community and so
       children and families should be provided in a manner that
                                                                                      tepresenting Her Majesty the Queen in Right
      recognizes their culture, heritage and traditions and the
                                                                                    Nishnawbe Aski Nation has affixed its corpora
                                                                                   attested by the hand of the Grand Chief duly a
     concept of the extended family;
                                                                                  that behalf, and the other patties of the second
            AND WHEREAS Nishnawbe Aski Nation was incorporated
                                                                                 hereunto set their hands and seals.
   under the laws of Ontario on November 30th, 1983;
           AND WHEREAS it is the intention of the parties
 hereto to enter into arrangements that will permit the
 Indian people of NAN to participate fully in decisions
affecting the welfare of children in the Nishnawbe Aski
                                                                                                          HER MAJESTY THE OUEEN, REPRESENTED ONTARIO AS COMMUNITY AND SOLIA
area;
                                                                                                      MUSER' M. MCDONALD
Deputy Min MCDONALD
and Social Stet of J
Services Communit
                                                                                                     TORNAMBE ASKI MATION
                                                                                                       and Colmes
                                                                                                              TRIBAL
                                                                                        KAYAHNA
                                                                                           CREE COUNCIL
```

