Sharing responsibility for children and family CLLA. A.C.PFO. 'C. Ad.J.o' Fa NV'PA.a' bAF dobCL'P'





ANNUAL REPOSED

Tikinagan Child and Family Services

BOARD OF DIRECTORS

(at March 31, 2010)

Officers

Harvey Kakegamic, Chairperson Tommy Fiddler, Co-Chairperson Ron Angeconeb, Secretary-Treasurer

Directors

Jim Bottle, Board Member Matthew Kakekaspan, Board Member Eli Moonias, Board Member Gideon Peters, Board Member Ananias Winter, Board Member

ELDERS COUNCIL

Elsie Fox Moses Fiddler Emily Gregg Georgina Neshinapaise

$\cdot \Delta \Gamma^{\parallel} \Delta \cdot \nabla \cdot \Delta \sigma^{2}$

▶CΛCL9\
(7.6- Δ"ΔL L≥Γ 31, 2010)

οσοσυρ9·α- ορι\

⊳CΛCL9\

ԵՐԻո⊲, ⊳σ∞·Δ·∇₃

MESSAGE FROM THE BOARD CHAIRPERSON: Harvey Kakegamic

Tikinagan has come through a challenging year of service to First Nations children and their families. The agency's Board members, management and staff have again met these challenges while loyally adhering to our principles and values. We are grateful to the Creator for providing us with a firm foundation as we continue to work with communities to provide child welfare services in the midst sometimes of very difficult circumstances.

This past year was administratively challenging because of the Ministry's decision midway through the year to cut back operational funding to children's aid societies in Ontario. Given that our budget was already in place, this required extraordinary efforts on the part of management and Board to revise our financial management plans. The process was stressful and challenging, requiring many meetings with the Ministry of Children and Youth Services. I know the extra workload this created for our staff and I commend our excellent staff who worked as a team to address these difficulties. Tikinagan maintained its commitment throughout to working in communities to serve our clients in the very best way we could. I would like to thank each and every staff person for sticking with us and for having faith that we would overcome any problems that arise.

Tikinagan continues to shape and expand our child welfare service model, Mamow Obiki-ahwahsoowin, and our prevention model, Mamow Oshki Pimagihowin. These models form the essence of our service to our communities. As an agency, we strive to be in the community and to work in a true partnership with leadership, community staff and families. Our prevention program is an example of how we tailor our work to suit community needs. Tikinagan staff work with the communities to identify local priorities and then target programs to address those needs.

Over this past year Tikinagan continued to move our agency north and continued to focus on returning children and youth who were placed outside of our district back to their home communities or as close to home as possible. This was a direction given us by the Chiefs and we feel strongly that it is a goal to strive towards. We know there will always be some children and youth whose needs will be difficult to meet in our district but we will continue to work towards addressing these special challenges.

The upcoming year will see Tikinagan involved in several reviews. Tikinagan's 25 Year Review was mandated by the Chiefs to ensure we are staying true to the vision that was

▷Δ·²CL9Δ·² b▷PLΔ·⁻□ΛCL9Δ·σ`:□Δ³Λ bPbΓ`

Δσς 9σ"ρσιν 6σις Cad. Πραδο Γσσδυσιοί - ρνο α αδηγηδιού 6 ραθού 25 σ"ρ ρνο αδηγηδιού 6ρ ρα σσις ού δρημα δού Δυ Γρονο αδηγηδιού 6ρ γα σσις ού δρημα δού Δυ Γρονο βρίδυν ρυνο Αγαμδιού δρημα δού δρημα δού δρημα δού δρασιού δριστού δ



entrusted to us. This review will study our service models to make sure they address the needs of the First Nations. We are glad to have the involvement of the Chiefs Committee in this process and we all look forward to their recommendations to help us plan for a better future. As well, we anticipate the results of a Ministry review of the agency's use of external residential placements. Any insights into how we can improve our services for children and youth and bring them closer to home are welcome.

The 2009 Annual Chiefs Assembly was held in Sandy Lake First Nation on August 18-20 with the theme, "Protecting Children, Promoting Healthy Families and Preserving Communities". At the Assembly we celebrated Tikinagan's 25th Anniversary with a presentation on our agency's history and an Oneesh Tam Key Award to William (Bill) Nothing one of the founding Board members.

I am pleased to report that the Chiefs approved an amendment to our Bylaw No. 1 at the 2009 August Assembly facilitating the involvement of two youth representatives on our Board and with our Executive Director and our staff. The Board will select one young man and one young woman between the ages of 18 and 25 from the applications we receive. Youth will be invited to submit a resume and essay which will be reviewed for selection by our Board. This initiative is an indication of the importance placed by the Chiefs and the Tikinagan Board on the opinions of our youth. The youth representatives will serve for a two-year term and be eligible for re-appointment if qualified. They will be consulted and provide input on policies and procedures, attend meetings and participate in committees as appropriate.

We continue to work with Mamow Sha-way-gi-kay-win, the North-South Partnership for Children, as we share the same commitment to work in partnership with northern First Nations to improve life for children, youth and families.

As always, I want to express my deepest gratitude to our Board and Elders Council for their dedication to Tikinagan this past year. I feel we have a well-functioning committed Board and Elders advisory group. A few changes have taken place in Board membership. I would like to bid farewell and express my gratitude to Matawa representative Elsie MacDonald and to my Co-Chair, Keewaytinook Okimakanak (KO) representative Moses Mawakeesick. Both members have given us diligent service. Tommy Fiddler was elected by my Board colleagues as Co-chair to replace Moses. I am enjoying working with him in that capacity. I would also like to welcome the new Matawa representative Eli Moonias to the Board, as well as KO's new appointee, Fort Severn Chief Matthew Kakekaspan. We have already benefited from the skills and expertise of these new Board members. As part of our service to Tikinagan, many of us take on additional roles on Board committees, for instance Ananias Winter and Gideon Peters were appointed last

 $44 \cdot \Gamma$ ገ ቦቦ Γው\P<ን ውጥ $44 \cdot \Gamma \Omega \cdot \Lambda \Gamma \Delta \cdot \Gamma \Phi \Delta^2$ የσισմαን Γα Pጋ^b $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD $\Gamma \Lambda \Gamma \Delta \cdot \Phi \Delta^2$ የወን- bPD Γ

 α L α , α C, α PU<L γ A, α PFP α , α PFP α , α P α P α PCLPFA, α PFP α PC, α PCLPP α PCLPP α PC, α PCLPP α PC, α PCLPP α PC, α PCLPP α PC, α PCLPPC, α PC ▷Qdσ9Δ·³ 1 (Bylaw No. 1) 2009 ▷<"▷Δ·Λ/° L⊲·Ր"Δ∩Δ·³</p> σϽΡΙΓαο Γα σασραβίαο. Ναλαίο Νδ Νσασιο Υιγ ▷৽ዮσ₽◁•ን Γ፬ ▷৽ዮσ₽٩•ን 18 ◁ժ፬՝ 25 ՐС¿Λ>Ѣσ⁻ Δ٩•σ◁•ን $\sigma_0 = \sigma_0 = \sigma_0$ Γ<ΡΛαΙΦ- ΦΟσΡΔ. Ενα"Δ6σΦ. Γα ΦΕνα"Δ6σΦ. 9aabrrbUσ\ 9DCλabad- Δ9·Δ·\ DCλCL9\. DV. $\Delta \mathcal{L} \Delta \mathcal{L}$ ▷ΡLЬα' Γα ΠΡαΒ' ▷CΛCL9' ЬLΓΠσ' ΓουβΠΥ' DNo°CJΔ·σD°bN\\ 9DCΛαbΔσωσω"P CΛΛΛΘΘ<l Γα ΟΡ ΔΥΥσ ΓαΦ. ΓΡΦ. Ο ΟΛαβρΦ. - ΡηΛο U<9σμβρΦ. ΓΡ∇· ▷C"ΛωδΦΦι-. CΦι<LΦι\ C1 Γω ΓΦσΙCLΔιοC. Γ<ΡΛαΙΦ- 6Δο CΙΦ- Δ9.σΦ. Ρασσουίο Γα <code>bad·<²Ր٩Δ·²</code>, <code>ΓΔᡗd·⁻</code> <code>Ld·Γ"ΔΠΔ·σ</code>՝ <code>Γα</code> <code>ΓΔ·ΓC·d·⁻</code> <code>dCP৮²</code> $\Delta \Lambda C L 9 \Delta \cdot \alpha^3 b > P^3 9 \Delta \mathcal{J} \alpha " \Delta \mathcal{J} \sigma$ '.

$$\begin{split} & \sigma \Lambda \Gamma \Delta \cdot \mathsf{CDPL} \Gamma^{\flat} \ \mathsf{LL}^{\bullet} \ \omega \nabla \cdot \Gamma 9 \Delta \cdot ^{\flat}, \ P \nabla \cdot \Pi \mathsf{D}^{\flat} \backslash \ - \ \omega d \cdot \mathsf{D}^{\flat} \backslash \\ & b \Delta \cdot \mathsf{CDPL} d \cdot ^{-} \ d d \cdot \mathcal{J} \omega^{\flat}, \ \nabla \Delta \cdot ^{\flat} \mathsf{CL} d \cdot \flat \backslash \ b \Delta \mathcal{J} \ d \sigma b d \cdot \flat \backslash \ P \nabla \cdot \Pi \mathsf{D}^{\flat} \backslash \\ & d \sigma \mathcal{J} \omega V \ \Delta^{\flat} d \sigma b d^{\flat} \ \Gamma P \ P^{\flat} \Gamma \ \Gamma \mathcal{D} \backslash d \cdot \langle^{\flat} \ P \Lambda \mathsf{L} \Pi / \Delta \cdot \sigma d \cdot \ d d \cdot \mathcal{J} \omega \backslash, \\ & \mathsf{D}^{\flat} \mathsf{D} \mathsf{L} \backslash \ \Gamma \mathcal{L} \ \mathsf{D} \mathsf{V}^{\flat} \mathsf{P} \mathsf{Q} \cdot \mathsf{D}^{\flat}. \end{split}$$

 $\Delta\Gamma\Lambda d$ Jo' $b\Delta$ PD \Rightarrow 2, σ aadL' $b\Delta$ ACL9 Δ 1. Γα PP \Rightarrow " Δ A. $\forall \Lambda CL9' \ b\Delta J \ \Gamma_D \Delta \cdot C_D PLA' - \Omega P L b' \ D \nabla \cdot \ b P \ \Lambda \Gamma S' \ A'' P. \ A \Gamma$ $\nabla \Delta \mathcal{J}$ P9°CL° $b \cdot b'$ $\nabla d \sigma P d \cdot b d \Lambda CL9 d \cdot \Gamma_{\Phi}$ $\Delta 9 \cdot \sigma d \cdot b P$ $PL\Delta^ ACL9\Delta\cdot\sigma$, $P\nabla\cdot\Omega_D$) PLba A' $LA\cdotPA'$. LA-PA'bነ σ የ Δ ιC $_$ 0</sub>የ Γ የ $_$ 0 $^{\circ}$ D9 $\cdot \sigma$ $_$ 0 $^{\circ}$ $^{\circ}$ DP DCVOTICA, DCVCTA, LQQA DbFP3C, QVCTAV. $\Gamma \triangle \Lambda^{\circ} b \triangleleft f - J \wedge f - G \wedge f - G$ $b \prec C^{\circ} P \nabla \cdot \Omega_{\mathfrak{D}^{2}} \setminus \mathsf{DPLb} \alpha' b \mathsf{D}^{\circ} \Gamma \ \mathsf{NV}^{\circ} \mathsf{Cd} \mathcal{F}^{-}, \ \mathsf{d} \cdot \omega'' \mathsf{D} \ \mathsf{DPLb}^{\circ}$ LU4 PPP < '. Lucia adol go at σ of σ of σ of σ $D9.\sigma d^{1} D^{0}P d\Lambda CL9 \Delta \cdot \sigma d^{1}$. $\Delta \nabla \cdot b d\sigma PCL9 b^{1} \Pi Pab^{2}$, LL, Dr Paller, bar os devotade avolotida- Δ L Δ ACL9 Δ · σ ', Δ b' Δ e Δ b' ∇ · $^{\circ}$ C' Γ e PD'' Λ D'' δ P $DCV\sigmaPPQ\cdot<_{2}$ LFQ. $FQLPPPQ\cdotVV_{1}$ PFPQV $\Delta \Lambda CL9 \Delta \cdot \sigma' \Gamma \alpha \ b + \Gamma' < O^* \ b P \ \Delta J < P \Gamma \alpha b - \omega \sigma > \Delta \cdot$

December to the Executive Committee and Jim Bottle joined the Finance Committee.

No year-end would be complete without a heartfelt thanks extended to our dedicated staff. I want you to know how much you are appreciated and respected by the Tikinagan Board. We understand the pressures and frustrations you face daily. We understand that some days you go to bed worried about your clients and about the concerns communities encounter in today's society. But we also understand that because of you, the lives of many Anishnabe men, women and children are much improved. You represent hope to many of our clients.

I would also like especially to welcome Micheal Hardy back to Tikinagan after his leave of absence to work with the North-South Partnership. We appreciate the strategic thinking and the vision and passion he brings to our organization.

As Tikinagan enters another year of service to First Nations families, we give thanks to the Creator for our children and pray to be strong and resourceful enough to provide them with the support they need. We understand that sometimes progress is slow, but we are focused on the future and on the vision of healthy well-functioning families and communities. We look forward to serving you another year with humility and respect.

Harvey Kakegamic Chairperson Tikinagan Board of Directors 

EXECUTIVE DIECTOR'S MESSAGE: Micheal Hardy

Lessons Learned from Mamow Obiki-ahwahsoowin

In our 26th year, Tikinagan retained and enhanced the best qualities of our 25 year history: strength, compassion, creative solutions, and unshakable commitment in the face of obstacles.

Tikinagan's model of service, Mamow Obiki-ahwahsoowin, means everyone working together to raise our children. The year 2009-2010 was a challenging year for Tikinagan, but it was a year in which we learned important lessons about working together to raise our children.

We have come through twenty-five years as a ground breaking Aboriginal children's welfare organization. We can look back with a sense of achievement on what we have been able to accomplish together to raise our children, but we are not there yet. It has been an immensely difficult year for Tikinagan and for our communities and families. We can face the next twenty-five years as an agency with optimism and hope, but we also need to be realistic about the task ahead. We have a lot of work to do. We are all working together to raise our children, but we face tremendous problems that we will need to confront together in order to see the healthy integrated families and communities of our vision.

Coming Home

I spent a portion of the 2009-2010 year on a leave of absence from Tikinagan, heading up Mamow Sha-way-gi-kay-win, the North South Partnership for Children. It is a great pleasure to be back at Tikinagan. I call it "coming home," because that is how I regard Tikinagan – as my home, my family. I want to thank the Board and Elders for the opportunity to return to Tikinagan. I am honoured by your support. I am here to work in partnership with all stakeholders to design and implement strategies that will help stabilize Tikinagan and prepare it to meet the real problems our communities are facing.

Tikinagan in Review

There are a number of significant reviews which were launched in 2009-2010. I believe these reviews will contribute information Tikinagan can use in shaping the way we work and do business in future years. While we are waiting for the results of these reviews, however, we will continue to do what we are mandated to do – to provide the best possible services to children, families and communities. We are looking forward to seeing the outcomes of the reviews but I believe our primary role right now is to stabilize the organization and to provide the services our communities require.

PD6Γ∇- D∇·3CΓ∂∇·3:

ρδηαΓάγο, ρε α·γ·ςΓραφ·, ΣΓ ΓΓ. ΣΥδηαφικό

σፓር α σძC·ለ σ ' ላ" $P\Delta$ · $^{\circ}$ bላσPCL9 \rightarrow ', Ω P α b $^{\circ}$ P Λ Γ Δ · $^{\circ}$ Γ α ላላ·Jገ b· \rightarrow ' P Δ σbC α Δ · σ JC α σ ታ Δ σ ' Δ " $P\Delta$ · $^{\circ}$ bP" Λ L Δ bCL' PV· Λ Γ Δ · $^{\circ}$ Ω 0. Δ 0.

$$\begin{split} & \mathsf{NPab^{\flat}} \ \mathsf{b} \mathsf{NF} \mathsf{\sigma} \mathsf{o}^{\mathsf{H}} \mathsf{d}^{\mathsf{l}} \ \mathsf{DDaPA^{\mathsf{L}}} \ \mathsf{L}^{\mathsf{l}} \mathsf{u}^{\mathsf{l}} \mathsf{b}^{\mathsf{l}}, \ \mathsf{LL^{\mathfrak{l}}} \ \mathsf{DAP^{\mathsf{H}}} \mathsf{d}^{\mathsf{l}} \mathsf{d}^{\mathsf{l}}, \\ & \mathsf{\DeltaPDLb^{\flat}} \ \mathsf{bPa} \ \mathsf{\Gamma} \mathsf{LLA^{\mathsf{L}}} \ \mathsf{\Delta \cdot \Gamma^{\mathsf{H}}} \mathsf{\Delta} \mathsf{D}^{\mathsf{l}} \mathsf{h}^{\mathsf{l}} \mathsf{h}^{\mathsf{l}} \mathsf{h}^{\mathsf{l}} \mathsf{h}^{\mathsf{l}} \mathsf{h}^{\mathsf{l}} \mathsf{d}^{\mathsf{l}}, \\ & \mathsf{Nb^{-}} \ \mathsf{2009-2010} \ \mathsf{d}^{\mathsf{HPA^{\mathsf{L}}}} \ \mathsf{AFA^{\mathsf{L}}} \mathsf{PA^{\mathsf{L}^{\mathsf{l}}}} \mathsf{a}^{\mathsf{H}^{\mathsf{L}^{\mathsf{l}}}} \mathsf{h}^{\mathsf{l}} \mathsf{p}^{\mathsf{l}} \mathsf{d}^{\mathsf{l}}, \\ & \mathsf{DAFA^{\mathsf{L}^{\mathsf{l}}}} \mathsf{A^{\mathsf{L}^{\mathsf{l}}}} \mathsf{a}^{\mathsf{l}} \mathsf{d}^{\mathsf{l}} \mathsf{a}^{\mathsf{l}}, \\ & \mathsf{DAFA^{\mathsf{L}^{\mathsf{l}}}} \mathsf{a}^{\mathsf{l}} \mathsf{a}^{\mathsf{l}} \mathsf{a}^{\mathsf{l}} \mathsf{a}^{\mathsf{l}} \mathsf{a}^{\mathsf{l}} \mathsf{a}^{\mathsf{l}}, \\ & \mathsf{DAP^{\mathsf{L}^{\mathsf{l}}}} \mathsf{a}^{\mathsf{l}} \mathsf{a}^{\mathsf{l}}, \\ & \mathsf{PA^{\mathsf{L}^{\mathsf{l}}}} \mathsf{a}^{\mathsf{l}} \mathsf{a}$$

Ubap, P b∆·σσιριιρ∩,

Tikinagan 25 year review

A resolution was passed at last year's Chiefs Assembly calling for a twenty-five year review of Tikinagan. The purpose of this review is to determine if Tikinagan has fulfilled our original vision and to look at the progress that has been made on the decentralization of our agency. The review will also report to the Chiefs on the development of First Nation policies, laws and standards. A Chiefs Committee overseeing the review consists of the following members: Chief Donny Morris, Chief Adam Fiddler, Chief Connie Gray-McKay, Chief Lewis Nate and Chief Clifford Bull.

An update on the review will be provided at this year's assembly. The review will be completed over the next year and a final report presented at the 2011 Chiefs Assembly.

Review of Outside Placements

Another review that was discussed during the past year and now underway is a review of outside placements being conducted by the Ministry of Children and Youth Services. This review is examining Tikinagan's use and purchase of residential placements for our children outside of our geographic area. It will provide a clinical assessment of the needs of these children to decide if their needs are being met. We anticipate recommendations to come out of this review detailing options for improving the capacity of community service providers so children/youth in Tikinagan care can receive needed services as close to home as possible.

Chief Coroner's Office Review

In 2009 the Chief Coroner's Office began an analysis of 16 adolescent suicides in Pikangikum between 2006 and 2008. The purpose of this review is to develop recommendations to prevent deaths in similar circumstances in the future. Included in this review will be the preparation of a companion paper on Aboriginal Child Welfare which will have implications for Tikinagan. This review is anticipated to be completed by September 2010.

Kanootawhasoowin Project

"Kanootawhasoowin" means "Teaching our Children" and this is the theme we used with our Elders Gathering. We got this theme from a young parent in one of the communities. Kanootawhasoowin is the next step in parenting where you teach your children everyday teachings and practices.

We visited ten communities this year and met with leaders, Elders, children, parents, grandparents, foster parents, and clients. We discussed the sometimes overwhelming challenges that parents, families and communities face in raising our children. In particular we asked Elders to contribute their wisdom in this area. We created a "Hope List" to give people

Πραβο σς ζα σμοφι «Πρ ρνιααβρηθΔιο

aabrr92.3 <b3 dd.552. Alr92.a3

dC' $aab\Gamma\Gamma9\Delta^{,2}$ PdJ ΓbU <' DCa' bPd \cdot $\nabla b \cdot C^n$ $Tb \cdot C^n$ Tab T

2009 <code>b</code>Pd \cdot , <code>b</code>D <code>D</code>PLd \cdot <code>L</code>'\a\"A\D\bF'\ <code>F</code>Pd \cdot <code>b</code>a\abf\capprox <code>PP</code>a\bf\, <code>b</code>DPLd \cdot <code>L</code>'\a\"A\D\bF'\ <code>FP</code>-\capprox <code>D</code>AL\Capprox <code>Ab</code>-\capprox <code></code>

ρο**ϹϤ·**ϟΔ·³ **Ϥ**σ**Ρ**CL**9**Δ·³

"bacanala" Δ Polb" "bppa"aland vacous ∇ Polb" ∇ Popa aland ∇ Popa a

ΓC \prime CJ9Δ·α² σρ PDUΓ² $_{\Delta d'}$ b>Pd· Γα σΡΔ·<LΓ² DσbσCL9 $^{\prime}$, PΓ>"Δ $^{\prime}$, Δ $^{\prime}$ -Jω $^{\prime}$, DσP"ΔdL $^{\prime}$, DΓωΓL $^{\prime}$ Γα DPΓL $^{\prime}$, Dbα $^{\prime}$ -σL $^{\prime}$ - $^{\prime}$ -Cd $^{\prime}$ -Δ $^{\prime}$ - $^{\prime}$ -Δ $^{\prime}$ - $^{\prime}$ -Δ $^{\prime}$ - $^{\prime}$ - $^{\prime}$ -Δ $^{\prime}$ - $^{\prime}$ -



hope based on their concerns and issues.

This work culminated in April 2010 in Muskrat Dam in a gathering of Elders from each of these communities. We presented the "people's hope list" to the Elders, who developed ten recommendations, called the Elders Hope List, which Tikinagan will distribute and promote. The Elders gathering was very successful.

The next step is to go back and visit the ten communities and present the ten recommendations and the ten desired outcomes to the people and further develop a tool that will help young parents in their parenting journey. A presentation of the project will be given during the Chiefs Assembly.

Government Liaison

While Tikinagan continued working in close partnership with the Ministry of Children and Youth Services this past year, there is no doubt that the working relationship was more difficult than in recent years. One key issue during the year was the decision by the Ministry to cut operating budgets of children's aid societies. This led to a period of demanding financial and organizational strategies developed by Tikinagan to attempt to meet Ministry guidelines which resulted in communications problems within the agency and between Tikinagan and the Ministry. The challenge for the coming year is to rebuild the highest level of working relationship with the Ministry and to stabilize the financial status of our organization.

Succession Planning

I felt we needed to restructure our management team this year in order to address workload and succession issues. We created and filled two Assistant Director of Service positions. This reorganization lightens the supervision workload for the Director of Services and allows her to focus on policy development, interagency liaison and Ministry reporting. The Assistant positions are at a senior management level, providing the staff in them with background and experience needed for the Director of Services position. The Assistant Executive Director position was eliminated for the time being, but may be reinstated eventually as part of future planning.

Where We're Going: Tikinagan by 2015

At a retreat in February, Tikinagan senior management produced nine powerful vision statements, and the desired outcomes to achieve these visions:

1 Tikinagan offers efficient and effective services with staff who have skills required to do their work well and meet Ministry and Mamow Obiki-ahwahsoowin standards. Desired outcomes: Tikinagan-specific college programs for staff; Tikinagan mentoring program; 25% of staff have a college level diploma; compliance reviews achieve a minimum of 80% with Ministry

"<d $^{\circ}$ CL $^{\circ}$ CL

$PLD \cdot 3 PLD - CPLP -$

ላወየ**៤**b**៤**` b▷**៤**\b**ዾላ**፦

L⊲·Ր"∆∩∆·³ Եዮ≻ዮ<³ ዮዒ∧ґና, በዮ៤Ь³ Ե▷ዮL∆·⊲·⁻ ▷ዮ ▷ଢጋଢ◁·<³ ø³ьґ Ճፓҩ⅃∆· Lґҩ"∆ьҩ³, ьሩ Ь∆ፓ Γ∖∇·³ՐЬU` Ր∆ґ∖` Ր∪∧σЬ∪Р³ ▷٩·σ◁·³ <√\σΙΔ·ҩ³:



and Mamow Obiki-ahwahsoowin standards.

#2 Tikinagan business practices are current and standardized throughout the organization. Desired outcome: 100% of staff have easy access to and make full use of Tikinagan procedures, forms and processes.

#3 Our Foster Parents are supported and have the skills to provide all care needed by our children and to continue fostering in the long term. Desired outcome: A culturally appropriate foster care training program is designed and implemented for 100% of community foster parents.

#4 Our children are placed in or near their communities where their cultural, spiritual, therapeutic, physical, and educational needs can be met. Desired outcome: 85% of children in care are placed within our jurisdiction.

#5 All sectors of the community are empowered to work together to support families and children and to solve child welfare issues. Desired Outcome: 65% of communities take a proactive ownership role in child welfare/protection issues in partnership with Tikinagan, seeing Tikinagan as a resource to them in their efforts.

#6 An adaptive integrated services model (a network of resources to wrap around children and families) is in place. Desired outcome: the model is developed and resourced affecting 75% of children in care.

#7 All children are placed in the best situation for them including in permanent families. Desired outcome: Tikinagan has developed a policy on permanency for children building on Mamow Obiki-ahwahsoowin principles.

#8 Tikinagan as an organization models a good and supportive family supporting each other to provide effective services.

Desired outcomes: restructuring of senior management is implemented, evaluated and fine-tuned; senior management team is stable with stable leadership; a succession plan is in place and initial strategies of the plan have been implemented.

#9 Tikinagan offices and equipment are adequate, safe and welcoming places to work with space for informal gathering of families and community members. Desired outcomes: standards and budgets have been set and 100% of offices meet those standards; 25% of the offices will be expanded to include gathering/meeting spaces.

A Critical and Exciting Year Ahead

Tikinagan is a learning organization. We have experienced problems in our history and we continue to live through distressing problems in our communities, but we are determined to learn from our experiences and to ensure good things result from everything that happens to us. We are now in a period in which we want to re-emphasize and adhere to our values:

#3 $bba\nabla \cdot \sigma L d \cdot \gamma C L q d - \Delta \cdot \Gamma b < \Delta \cdot C d \cdot d \cdot \Gamma a b < \Delta \cdot C b a d \cdot P q^2 C L \Delta \cdot ^2 d \sigma^2 q \Delta J ba \nabla \cdot \sigma L d \cdot - d d \cdot J \sigma^2 b b a \nabla \cdot \sigma L d \cdot - \Gamma a \sigma b^2 \nabla \cdot \Omega P b < \Gamma P d \sigma ba \nabla \cdot \sigma L d \cdot \gamma d \cdot <^2 \cdot b \Delta J < d \ ^2 C b \ ^2 \ C \Delta ' \ ^2 \ C b \ ^2 \ C D \ ^2 \ C D \ ^2 \ C D$

#5 bPa $CJ9 \Delta a^{3}$ $\Gamma \Delta \cdot CDP\Gamma \Lambda d \cdot \Gamma \Delta \cdot \Gamma b < \cdot \Delta C\Delta \cdot^{3}C \cdot bPa$ $NV^{3}\Gamma9 \Delta \cdot a^{3}$ Γa $dd \cdot J'm'$ Γa bd $Pd\sigma bUP^{3}$ $dd \cdot J'\Delta \cdot L\Gamma ' \Delta \cdot a^{3}$. $b\Delta J$ $dd \cdot Cb'$ $\Gamma \Delta \cdot \Gamma' \cdot Cb'$ $CJ9 \Delta \cdot a^{3}$ $CJ9 \Delta \cdot CJ9 \Delta \cdot CJ$

#6 bP $d^2 \cap \sigma bU^{\prime}$ LL° $d\sigma P\Delta \cdot L' \alpha "\Delta b^2$ $b\Lambda \Gamma \sigma \sigma "\Delta bU^{\prime}$ $(L' \alpha "\Delta b^2 \ bL' \alpha "\Delta bUP^2 \ \Delta \cdot \Gamma "\Delta \nabla \cdot \Delta \cdot \alpha^2 \ P^2 \Gamma \ d d \cdot J' \sigma^{\prime} \Gamma a$ $NV^2 \Gamma d \Delta \cdot \alpha^2)$ $b\Delta J < dJ^2 Cb^{\prime} \Gamma \Delta \cdot J' J^{\prime} : P\nabla \cdot L' \alpha "\Delta b^2 \Gamma PJ \Gamma bU^{\prime} \Gamma \alpha \Gamma P^2 \Gamma \Delta \cdot \Gamma \Delta d d^{-} 75 > J^{2} / d d \cdot J' \sigma^{\prime} b b \alpha \nabla \cdot C d d^{-}.$

#7 bPa $dQ \cdot fo$ $bA \cap Q \cdot dv \cdot C$ $dV \cdot C$ $Q\Delta f \cdot fo$ $dv \cdot bA$ $dV \cdot C$ $dV \cdot$

#8 $\Omega Pab^{3} PCJ^{3} PAJ\Gamma 9\Delta \cdot L7a^{\prime\prime}\Delta b^{3} b\Gamma_{D} \cdot J\sigma^{*} \Gamma_{a}$ $b\Delta \cdot \Gamma^{\prime\prime}\Delta dA \cdot DV^{2} \Gamma 9\Delta \cdot a^{3} bA \cdot \Delta \cdot \Gamma^{\prime\prime}\Delta DA \cdot \Gamma P^{2} \Gamma \Gamma_{D} Y^{*}$ $\Delta \cdot \Gamma^{\prime\prime}\Delta V \cdot \Delta \cdot a^{2} \cdot b\Delta J < dY^{3} Cb^{*} \Gamma \Delta \cdot Y^{*} : \Gamma P V \cdot Pa \Gamma b U P^{3}$ $P\sigma b\sigma C L P Y \cdot P C \Delta P A \cdot \sigma A \cdot \Gamma A \cdot P C \Delta \Gamma P C A \cdot \Gamma A \cdot \Gamma B C A \cdot C \Delta P \Gamma D A \cdot \Gamma A \cdot P C A \cdot \Gamma B C A \cdot C \Delta P \Gamma D A \cdot \Gamma A \cdot \Gamma B C A \cdot C \Delta P C A \cdot \Gamma A \cdot \Gamma B C A \cdot \Gamma B$

$\mathsf{Ld} \cdot \mathsf{Pd} \cdot \mathsf{Pd$

Demonstration of RESPECT in our work

Commitment to building TRUST through consistency and dependability

Dedication to HONESTY and openness in our interactions

Promotion and use of our Aboriginal LANGUAGE

Appreciation and use of ELDERS for their wisdom and guidance

Recognition of the importance of CULTURE for First Nations people

Support for traditional CUSTOMARY CARE practices of caring for children

ACCOUNTABLE for high quality service to children and families

Respect for SPIRITUALITY – its beliefs and practices

As we now move forward to a critical and exciting year, I can't express enough my thanks for people who kept Tikinagan together through this past year. Our staff are a team of people whose passion for their work is outstanding. I am so proud to be associated once again with this team of devoted people. Our Board and Elders provided the much needed stability and strength to support the organization and keep it on track. Harvey Kakegamic, our Board Chairperson, has been an untiring and devoted Board leader to whom I owe special thanks and gratitude. I am also grateful for the support and efforts of the Chiefs and Councils who have continued to strive for our shared vision of healthy families in healthy communities, sometimes in the most difficult of situations. The backbone of our work, the foster parents, deserve all of our heartfelt support and thanks. They are on the job 24/7 and because of them, many children's needs are being met with care and tenderness every day.

Our work is difficult but it is straightforward. We are here to stop children from being hurt and to keep families intact. We are doing this while trying to manage competing expectations of families, communities and our partners. Our courageous colleagues in this difficult task are the grandparents, parents and especially the children who refuse to give up on the vision of wholeness and well-being for themselves and their communities. In the First Nation of Neskantaga where our Annual Chiefs Assembly takes place this year, are people who are examples of how to face hardship with courage and resilience. We dedicate this coming year to all our people who fight to overcome hardship. We are going to be with you all the way in this coming year and in years to come.

Micheal Hardy Executive Director ΔL $b\Delta \cdot \Delta \Gamma$ $P\nabla \cdot LC\Phi bU$ $\Gamma \alpha \Gamma P\Gamma \Delta \cdot \Phi bUP$ $bP\Gamma \sigma^{2}CLP^{2}$ $P\Gamma \Gamma \Delta \cdot \Phi UP$

Γ<!->C"Δ<!-> ΦΡΓ</-> °CL' Ρ</-> Ρ</-> PΔ</-> • Δ</-> • Δ</->

Γ⊲σЬCL, Π<δ,C9\∇٠, ∇Γ ЬCΦЬ∇·σ,

Ρ<<p>υρογ

₽<\pre>P<\pre>C.I.
P<\pre>C.I.
P<\pre>C.I.
P<\pre>C.I.
P<\pre>C.I.
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P
P

 $\begin{picture}(c) \hline $<<\Gamma/>V^* & $<-\Gamma/V^* & $<-\Gamma/V^*$

ኒስብ√ማ₂ - PQኒ ΛΛ·LPΛ, Lσ Τισουρίου - PQኒ ΛΛ·LPΛ, Lσ

δρα"ρα·\. σCσραδσα° Lα·- δ·>\ ασρCL9α·\ Γα δΑ σζΟΔιαδισ ΟΟσρΔισαι διξί ΤΟΟΙαί. Ιαί σρησίο 64 $\Gamma \Lambda \Gamma \Delta \cdot \Gamma b U'$. " $\triangleleft ^{3}\Lambda b P b \Gamma '$, $b P \cap b \cdot \sigma ^{n}b \cdot \triangleleft ^{-} P \subset \Lambda \subset L P = 0$, $Ld \cdot D V \cdot C J \Delta \cdot \sigma \Gamma \Delta b \cdot b \cdot b \cdot \Delta G P C L D A C$ $b\sigma b\sigma^n b L 9^- L 4 \cdot C^n \sigma P P a a d L b \Delta J \Delta \cdot P C \cdot .$ La. ασσης, ραιυρίας. Lσ ργιωσης, ρυγρα, Lσ $\mathsf{NV^2\mathsf{P}9\Delta \cdot a^2} \ \Delta \mathsf{L} \ \mathsf{C} \mathsf{I} \mathsf{9} \Delta \cdot \sigma^{\scriptscriptstyle \mathsf{L}}, \ \nabla^{\scriptscriptstyle \mathsf{D}} \mathsf{b}^{\scriptscriptstyle \mathsf{L}} \ \mathsf{b} \mathsf{d}^{\scriptscriptstyle \mathsf{L}} \ \mathsf{b} \mathsf{d}^{\scriptscriptstyle \mathsf{L}} \ \mathsf{P} \mathsf{P} \mathsf{d} \mathsf{d}^{\scriptscriptstyle \mathsf{L}} \mathsf{b}^{\scriptscriptstyle \mathsf{L}}$ LPY $\Delta \cdot \alpha$ bapopedup. $\Delta 9 \cdot \sigma \Delta \cdot \Delta \cdot C$ Late bpp aspeclast, $bba\nabla \cdot \sigma Ld \cdot \forall d \cdot \neg$, $\Gamma^{\circ}C^{\parallel}\Delta$ $\Gamma P\Gamma aad Lbad \cdot \neg b\Delta \mathcal{I}$ $< P \Gamma \sigma \Gamma \wedge d \cdot \neg$ DCΔPΔ·σδδδ</l>δδδδδδ **₽**σΔ∙₃C95⊲√ Δ₃C56λ₽₽.

LΔd "**⊲***∩ b⊳γLΔ.-



SERVICES HIGHLIGHTS 2009–2010

This was a challenging year for Tikinagan, and more importantly, for the communities we serve. The difficulties experienced in our First Nations are reflected in the numbers of families requiring our support and the numbers of children requiring alternative care. In almost every indicator, we exceeded our average workload for the past seven years. Among others, an overriding issue was a serious shortage of community-based staff. This led to a continuous problem of vacancies in our front line positions and an ongoing recruiting challenge. Ultimately, it presented serious difficulties in providing services to families, children and communities in our district.

Intake and Family Services

We started the year with a high number of open child protection investigations (236), significantly higher than previous years. In the course of the year, 844 cases were opened (713 new cases and 131 reopened) and finished the year having served 1,080 cases. The number of child protection investigation cases we serve annually has risen almost steadily over the years. Last year we handled 38% more cases than the average number served over the past seven years.

The agency completed 926 child protection investigations in 2009-10, a 19% increase over 2008-09. Forty-four per cent of these investigations required ongoing service (413).

The number of families requiring ongoing service also rose last year. At year end, we had slightly more than 800 families on our caseload, an 18% increase over the previous year.

Supervisors again this year attribute at least part of the increased child welfare work to be caused by the drug abuse and addiction problems in the communities. These troubles impact families and their children, and hence the need for our services is in greater demand. Tikinagan is working with First Nations on these problems; however, we are frequently challenged by our staff shortages in the communities. Recruitment is ongoing and we have hopes our new website will provide some relief to our staffing issues.

Services for Children in Care

The agency began the year with 538 children in care. We admitted 527 children and discharged 495, ending the year with 570 children in care, the highest number in five years. Of 527 children admitted, just over half (278) were new admissions and 47% (or 249) were children who were readmitted.

The agency provided almost 209,000 days of residential service

ΛΓΔ·Ր9Δ·៤[°] 9⊲σЬUΡ[°] 2009-2010

₽₽ ΕΝΡΙΙΑΙ ΤΕ ΕΝΡΙΙΑΙ ΕΝΡΙΙΑΙ

σ°C' 64σLΓ 4"P4· L4· PΓΓΔ\4· 44· βν 6P
αΔ6Γ"46Δ4· 6Λ°Π9\4· (236), L4· P°Λ\ 4"ΛΓ ▷CΔ\
6Λ≻Ρ4·. 6ΛΓ 4"P4· C°, 844 ΠV°Γ9Δ·α² Λ°Π9\4·?
(713 6▷°P Λ°Π9\Ρ° Γα 131 6P αΛ Λ°Π9\4·) Γα
64σ Δ°6· 4"P4· 1,080 Cγ° ΠV°Γ9Δ·α² ΡΛ°Π9\4·
6P 4σ6Δ·°C. Δ∇· C° 4P°Cγ° Cγ° 6PΔγ\ Γαα6Γ"Δ°C
44· βν 6ΔΓ 4σΡ4· 38 >\° 44· βΓ Δγ\Δ·α² σΡ 4σ6CΓ°
4ΛΓΔ·° σ\γ 4"PΔ·° ▷Cα².

 $\Delta\Delta$ 0.5% bluate beabuilded the 2009-2010 by Par. $aab\Gamma\Gamma9\Delta \cdot a^{\circ} P\Delta r^{\circ} V^{\circ} V^{\circ} \Gamma \Lambda \Gamma aab\Gamma\Gamma UP^{\circ} (413).$ $\mathsf{U}\mathsf{N}_{\mathsf{o}}\mathsf{L}\mathsf{d}\mathsf{d}\cdot\sigma_{\mathsf{o}}$ $\mathsf{P}\sigma_{\mathsf{o}}\mathsf{C}\mathsf{D}\cdot\mathsf{o}\mathsf{c}\mathsf{P}\cdot\mathsf{b}$, $\mathsf{L}\mathsf{V}\mathsf{L}\mathsf{L}$, $\sigma\sigma\mathsf{P}\mathsf{L}\mathsf{L}\mathsf{d}\mathsf{v}\cdot\mathsf{o}$ $\mathsf{b}\mathsf{D}_{\mathsf{o}}\mathsf{L}$ $\sigma_{\mathsf{o}}\mathsf{b}\mathsf{L}$ Γ_Qd· βρρd·. βdσ ριλγ΄ σ"ρΔ· λγΔ·γ9Δ·², δd·ι] 800 Δ PDd- \rangle DV DP DPCYY DDP Δ P Δ Y Δ PC DPC Δ PO Δ PO DPC DΓα $L\Gamma L^{\circ}PP9\Delta^{\circ}$ $b\Gamma^{\shortparallel}\omega^{\circ}$ ΔL $CJ9\Delta^{\circ}\sigma^{\circ}$. $L4^{\circ}$ C° $DL\Gamma \Lambda \sigma d\alpha d^{\circ}$ Γσσρασσί. Πραβό ΚΑΓ Διζαρμό Δήσσας Καιστί Δ^{n} d σ b σ^{n} . \Box b \cdot^{-} C^{n} Δ e Δ^{n} O Δ^{n} O Δ e Δ^{n} O $\Delta^{$ $\forall \sigma P \alpha b \alpha' b \alpha' C \nabla \cdot C d A d \cdot T$.

ዻዻ∙ጊኒ∇∙ ∇∙**Ⴑ**"∇∆∙∇∙₃ ₽₽σ∆∙。C٩ኣ⊲∙₋



for children and youth last year. This is an increase of more than 20,000 days over 2008-09. By far, the largest approach to alternative care was customary care (almost 132,000 days).

Some progress is being made in repatriating children and youth from placements outside of Tikinagan's jurisdiction back to care within our area. We have decreased from 36% of our clients placed outside our jurisdiction in 2007-08 and 2008-09 to 27% last year (or a total of 156 clients). This matches our goal of treating and caring for our children closer to their homes. We continue to try to develop our capacity to provide more specialized care and treatment locally to support our children in our own communities.

The Crown Ward Review conducted by the Ministry of Children and Youth Services occurred from July 6–9, 2009. 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. The Ministry reviewed 78 child care files. Results were not very successful in that we received 153 recommendations on 63 cases. The majority of the recommendations revolved around improving the documentation written by our workers and placed on the child care files. There are continuing efforts in training and supervision to improve the quality and amount of completed paper work by our staff members.

Tikinagan reported 257 serious occurrences last year. This is an almost 53% increase over 2008-09 (168). Such grave figures demonstrate the high risk factors of our clients as well as the increasing pressures on our staff and foster parents.

Residential Services

Alternative Care (Foster Care)

At year end in 2009-10 we had 381 approved foster homes, a moderate increase from the beginning of the year when we had 344 homes open. We completed the year with 651 beds available for children in care, also an increase from the beginning of the year (572). Tikinagan staff completed almost 175 home studies and approved 172 of these. We closed 135 foster homes.

The Residential License Review was conducted by the Ministry from September 14 - October 2, 2009 and the agency received a one year provisional license. This was a set-back given that we were granted a regular licence in 2008-09. The Ministry's major concern was the amount and quality of the documentation being written by both Residential Care Workers and Child Care Workers.

The agency continues to endorse its vision of developing more community-based specialized/treatment homes.

< ?P Δ·σd বω বσbUব·² বব·ፓω՝ Γα Þ°bՈ\՝ bb9· P∇·<PΠσ²C· bÞ²Γ ΠV²Cd/d·⁻ ΔL <b² বব·ፓኌΔ· ΛΓΔ·Γ9Δ·σ՝ bP Δፓ <PΠσ²C·<² ÞL C° ΓΔፓ P∇· ÞCΛαbbad·⁻ ΠΡαb² bΔፓ ΠV²C՝. 36 >Կ²′ PÞ²Γ C</\ ασ·ፓω՝ <b² bΔፓ <Pበαbbad·⁻ 2007-08 Γα 2008-09 b>Pd· σ"<>27 >Կ²′ ÞCα՝ bPd"Pd· (α²C 156 bλ²Π9\σ'-). LÞ° Δ/Կ bP ΔαΡ²Γ9>P<² bΔ· Δ·Γ"Δ>P<² ασ·ፓω՝ ΔL ΓΔፓ bα∇·²Cd/d·⁻ Vω²⁻ ασ·⁻ bÞ²Γσ·⁻ σΛLbbCΓ² ασ·ፓ Γσ>>՝ Δ∇· bLP\σ·⁻ ασ·σ· bΔ·Γ"Δ²C· ΔL ΓСፓ Δ·Γ"σbbα-⁻ ÞСፓ9Δ·σσ·

$\mathsf{b}\Delta \mathtt{J} \ \mathsf{b}_{\mathbf{a}} \nabla \cdot \mathsf{\sigma} \mathsf{\Gamma}^{\mathsf{o}} \mathsf{C} \cdot \ \mathsf{d} \mathsf{d} \cdot \mathtt{J} \omega \mathsf{'} \ \mathsf{9} \mathsf{d} \mathsf{\sigma} \mathtt{J} \mathsf{d} \mathsf{J}^{\mathsf{o}} \mathsf{C} \cdot \ \mathsf{\Lambda} \mathsf{\Gamma} \Delta \cdot \mathsf{\Gamma} \mathsf{9} \Delta \cdot \mathsf{'}$

 $\Delta \nabla \cdot \ b C \mathcal{J} b a \nabla \cdot ^{2} C d \mathcal{J} \circ ^{-} \ d d \cdot \mathcal{J} \omega ^{4} L \mathcal{J} a ^{4} \Delta b \sigma ^{6} \ P \nabla \cdot \ a a b \Gamma \Gamma 9 \Delta \cdot ^{2} b \Gamma \ D \sigma b C P C^{2} \ D P L \Delta \cdot ^{2} \ d \cdot U C b d \cdot \Lambda \mathcal{J} \circ \ 14 \ - D \Lambda L ^{4} d J \Delta \cdot \Lambda \mathcal{J} \circ \ 2, \ 2009 \ b \Delta a P \mathcal{J}^{-} \ \Gamma a \ b d \ \Lambda \Gamma \Delta \cdot \Gamma 9 \Delta \cdot ^{2} \ P \Gamma a b a d \cdot ^{-} \ V \mathcal{J} d \mathcal{J} P \Gamma \Lambda \Gamma \circ ^{4} D b \sigma \mathcal{J} \circ ^{4} \cdot P L \Gamma \circ ^{4} D \nabla \cdot b P \Delta \mathcal{J} \circ ^{4} \nabla \Gamma \sigma d \mathcal{J} P C^{2} \Delta \cdot ^{2} b V \circ ^{4} L \mathcal{J} a ^{4} \Delta b \sigma ^{4} 2008 \cdot 09 \ b \mathcal{J} P d \cdot ^{4} \cdot D \Gamma \Delta \cdot ^{2} L \partial \cdot ^{-} b P L \Gamma \Gamma \sigma^{2} C J ^{4} \Delta \mathcal{J} \circ ^{4} D L \mathcal{J} a ^{4} D \Delta \cdot ^{4} C \Delta \mathcal{J} \circ ^{4} D \Delta \cdot ^{4} D \Delta \mathcal{J} \circ ^{4} D \Delta \mathcal{J} \circ ^{4} D \Delta \cdot ^{4} D \Delta \mathcal{J} \circ ^{4} D \Delta \mathcal{J} \circ ^{4} D \Delta \cdot ^{4} D \Delta \mathcal{J} \circ ^{4} D \Delta \mathcal{J} \circ ^{4} D \Delta \cdot ^{4} D \Delta \mathcal{J} \circ ^{4} D \Delta \circ ^{4} D \Delta \mathcal{J} \circ ^{4} D \Delta \mathcal{J} \circ ^{4} D \Delta \circ ^{4}$

 $\Darksymbol{DV}\cdot$ \Argangle $\Darksymbol{DV}\cdot$ \Argangle \A

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 from March 2-5, 2010. The Centre received a full license effective to March 30, 2011. The land based and cultural programming the clients participate in at the Centre received special recognition from the Ministry.

The Ministry also conducted a licensing review of Oshka-Teesuk Neehgan Healing Centre in Kitchenuhmaykoosib Inninuwug (KI) on April 19, 2010 and a provisional license was issued. The cornerstone of this program is the land based and cultural activities.

Oshka-Teesuk Neehgan Group Home in KI has not been operating due to the ongoing difficulty in finding staff to work at the facility. A decision has been made not to have clients placed at the group home and to use the property as a satellite of the Healing Centre. The Ministry has removed the license to operate as a separate group home.

On-Call Services

Our on-call workers continue to work at a hectic pace. Because of pressures the agency experienced last year, Kenora-Patricia Child and Family Services took back on-call after-hours services for Sioux Lookout and Red Lake at our request.

Training and Capacity Development

Over the past year Tikinagan provided a wide variety of training opportunities for our staff. The Child Welfare Professional Training Series was offered twice in 2009-10. This is a series of nine training modules covering provincial child welfare standards and curriculum, as well as some agency specific information. Tikinagan uses this training to build on the knowledge and skill set of our family service worker and supervisory staff. The training series culminates with an open book competency test aimed at certifying our workers. Between 11-18 staff participated in the first round of training modules and 15-21 people took part in the second set, which included 2-3 Kenora-Patricia staff.

Other training offered to staff last year included but was not limited to: Management, Leadership and Administration within Child Welfare; Mental Health: Grief and Loss; Maintaining Morale in the Midst of Challenge (offered separately for front line and supervisory staff); Program Planning and Evaluation; Working with High Risk Infants and Their Families; Assessing Parenting Capacity; Occupational Health and Safety Training; Case Note Training; FASD and Foster Parent Training and Child Abuse Training. Ongoing sessions on the Mamow Obiki-ahwahsoowin Service Model and on the Mamow Oshki Pimagihowin Prevention model were also offered. Standard First Aid with CPR training was offered in Wunnumin Lake,

PQ $PbP\sigma\Delta$ C954-44 A4 R

 $\mbox{PPL}\Delta\cdot^2$ b4 \mbox{PP} ααbΓ)? $\mbox{L}\alpha^{\parallel}\Delta$ b \mbox{D} $\mbox{$

₽⊲ω>⊲.- ▷C⊅Ь, ₽L∞₽」٩σ₽Ω,

$\rho_{\sigma} = \rho_{\sigma} = \rho_{\sigma$

 ΡCα` bΛ>ΡΟ· Πραb² PΡ
 Ααb ΡΡρ" «LΡΔ·α²

 ΓΡΕΛα J · σερραβσα³.
 Ασισο Λεορο.

 σω· ρορο σος Ασισος Ασι

ዕርዮታን የቦል"বԼባ Δ · α ን ቴቦ <ቦበσቴሀቦን Γ α ላ· ቴታዮላ· ኦባ·σላ·ን: σቴσርኒባ Δ ·ን, σቴσርኒባ Δ ·ን Γ α ቴኦንቦ ኦቦኒላ·ን Δ ኒ ላላ፡ያያ Δ · ለΓ Δ ·ቦዓ Δ ·σ`; LΓ Ω σን Γ α υ"ለ α Δ· Δ ·ቦ" Δ ∇· Δ · γ : Γ' α ∇· Δ ·ን Γ α ቴዮላ·σ"ላኔ» አነር በላ፡ የዕኔ። የነር በነር በላ፡ የላ፡ የነር በላ፡ የላ፡ የነር በላ፡ የላ፡ የነር በላ፡ የዕኔ። የነር በላ፡ የዕኔ። የነር በላ፡ የላ፡ የነር በላ፡ የላ፡ የነር በላ፡ የዕኔ። የነር የነር በላ፡ የነር



Mishkeegogamang, Deer Lake, Red Lake, and Sioux Lookout.

Training for child care workers was held in April and July 2009 covering the provincial Ontario Looking After Children (ONLac) curriculum and agency case management standards. The three-day training was taken by 15 staff the first session and 20 in the latter course.

Staff training and development continues to be a high need and a priority and for Tikinagan. We are committed to building capacity and confidence amongst our workers and we appreciate their determination to work towards improving their skill sets.



Seven Year Summary

| | 2003- | 2004- | 2005- | 2006- | 2007- | 2008- | 2009- | 7 yr |
|--|-------|-------|-------|-------|-------|-------|-------|---------|
| | 2003- | 2004- | 2005 | 2000- | 2007 | 2008- | 2019 | average |
| Inquiries | | | | | | | | |
| Cases Served During Year | 456 | 411 | 426 | 331 | 356 | 448 | 416 | 406 |
| Report Received - Not Investigation | | | | | | | | |
| Cases Served During Year | 712 | 1,020 | 1,035 | 918 | 961 | 1,098 | 1,257 | 1,000 |
| Child Protection: Investigations | | | | | | | | |
| Cases Open at Beginning of Year | 101 | 62 | 60 | 50 | 50 | 53 | 236 | 87 |
| Cases Opened During Year | 519 | 560 | 538 | 543 | 578 | 850 | 713 | 614 |
| Cases Reopened During Year | 62 | 61 | 56 | 74 | 60 | 109 | 131 | 79 |
| Cases Served During Year | 682 | 683 | 654 | 667 | 688 | 1,012 | 1,080 | 781 |
| | | | | | | | | |
| Child Protection Investigations Completed: No Further Protection Service | | | | | | | | |
| Cases Opened During Year | 334 | 323 | 327 | 349 | 366 | 412 | 513 | 375 |
| | | | | | | | | |
| Child Protection Investigations Completed: Transferred for Ongoing Protection | | | | | | | | |
| Cases Closed During Year | 282 | 297 | 276 | 264 | 269 | 364 | 413 | 309 |
| | | | | | | | | |
| Ongoing Services (Part III) | | | | | | | | |
| Cases Open at Beginning of Year | 475 | 574 | 712 | 675 | 621 | 567 | 683 | 615 |
| Cases Opened During Year | 282 | 297 | 305 | 274 | 282 | 383 | 438 | 323 |
| Cases Closed During Year | 159 | 168 | 290 | 328 | 336 | 267 | 313 | 266 |
| Cases Open at End of Year | 598 | 703 | 727 | 621 | 567 | 683 | 808 | 672 |
| Child Protection: | | | | | | | | |
| New Investigation in Ongoing Protection Cases | 361 | | 243 | 443 | 461 | 755 | 947 | 459 |
| Number of Investigations Completed | 616 | | 603 | 613 | 635 | 776 | 926 | 596 |
| Average # of open cases Part III Ongoing Services | 510 | | | | | 612 | 758 | 269 |
| | | | | | | | | |
| Total Children in Care | | | | | | | | |
| Children in Care at Beginning of Year | 437 | 523 | 607 | 544 | 502 | 518 | 538 | 524 |
| Children Admitted During the Year | 316 | 279 | 232 | 205 | 251 | 223 | 278 | 255 |
| Children Readmitted During Year | 140 | 193 | 165 | 230 | 230 | 223 | 249 | 204 |
| Children Discharged During Year | 370 | 388 | 460 | 477 | 465 | 426 | 495 | 440 |
| Children in Care End of Year | 523 | 607 | 544 | 502 | 518 | 538 | 570 | 543 |

Tikinagan Service Statistics Continued

| | 2003- | 2004- | 2005- | 2006- | 2007- | 2008- | 2009- | 7 yr |
|--------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | average |
| Boarding Days of Care and Rates | | | | | | | | |
| Foster Care | | | | | | | | |
| Regular | 61,389 | 88,240 | 97,306 | 92,461 | 17,058 | 15,087 | 15,088 | 55,233 |
| Specialized | 73,490 | 71,427 | 65,661 | 47,981 | 22,319 | 13,683 | 13,328 | 43,984 |
| Treatment | 2,167 | 2,334 | 2,792 | 7,230 | 8,413 | 8,619 | 9,311 | 5,838 |
| Customary Care | | | | | 101,124 | 111,248 | 131,964 | 49,191 |
| Outside Purchased Foster Care | 10,575 | 8,034 | 13,646 | 9,534 | 4,689 | 4,648 | 5,970 | 8,157 |
| Group Care | | | | | | | | |
| Purchased | 11,624 | 16,080 | 16,158 | 18,623 | 12,898 | 15,055 | 12,638 | 14,725 |
| Society Operated | 2,614 | 4,036 | 4,290 | 3,700 | 2,371 | 2,606 | 2,361 | 3,140 |
| Other Care | | | | | | | | |
| Independent Living | 597 | 2,252 | 1,449 | 791 | 2,731 | 1,810 | 1,834 | 1,638 |
| Extended Care and Maintenance | 2,634 | 4,753 | 4,520 | 7,325 | 7,129 | 7,291 | 5,328 | 5,569 |
| Free Days of Care | | | | | | | | |
| Free Homes | 12,649 | 18,511 | 9,429 | 4,737 | 5,210 | 5,498 | 7,593 | 9,090 |
| Free Institutions | 6,291 | 3,773 | 2,601 | 2,220 | 2,620 | 2,668 | 3,481 | 3,379 |
| Free Other | 731 | 594 | 117 | 739 | 142 | 188 | 63 | 368 |
| Total Days Care | 184,761 | 220,034 | 217,969 | 195,341 | 186,704 | 188,401 | 208,959 | 200,310 |
| | | | | | | | | |
| Foster Homes | | | | | | | | |
| Homes Available at Beginning of year | 360 | 470 | 431 | 356 | 276 | 256 | 344 | 356 |
| Home Studies Completed | 221 | 275 | 247 | 137 | 77 | 195 | 175 | 190 |
| New Approved Homes During Year | 123 | 162 | 171 | 126 | 73 | 191 | 172 | 145 |
| Homes Closed During Year | 104 | 201 | 248 | 206 | 93 | 103 | 135 | 156 |
| Beds | | | | | | | | |
| Beds Available at Beginning of Year | 602 | 707 | | 706 | 577 | 544 | 572 | 530 |
| New Approved Beds During Year | 194 | 356 | | 315 | 207 | 267 | 341 | 240 |
| Beds Closed During Year | 81 | 396 | | 444 | 240 | 239 | 262 | 237 |

| at April 1, 2008 | 3 | at April 1, 200 |)9 | 9 at April 1, 20 | | |
|--|--------------------------------|--|--------------------------------|---|--------------------------------|--|
| Resource name: | # of Clients in Resource | Resource name: | # of Clients in Resource | Resource name: | # of Clients in Resource | |
| Animikii Ozoson CFS | 1 | Animikii Ozoson CFS | 2 | Animikii Ozoson CFS | 1 | |
| Anishinaabe Abinoojii | 4 | Anishinaabe Abinoojii | 1 | Bayfield | 2 | |
| Brant CAS | 2 | Brant CAS | 2 | Brant CAS | 2 | |
| Couchiching Receiving Home | 2 | Children's Cenre - Lansdowne | 1 | Children's Centre - Lansdowne House | 2 | |
| Dilico CFS | 24 | Couchiching Receiving Home | 2 | Couchiching Receiving Home | 2 | |
| Giizhikaandag Healing Centre | 1 | Dilico CFS | 13 | Dilico CFS | 13 | |
| J.J. Kelso Centre | 1 | Giizhikaandag Healing Centre | 3 | Ge-Da-Gi-Binez Youth Centre | 1 | |
| Kenora Patricia CFS | 117 | J.J. Kelso Centre | 1 | Giizhikaandag Healing Centre | 1 | |
| Marymound | 2 | Justice Ronald Lester Youth Centre | 1 | Kenora Patricia CFS | 94 | |
| Norcare Inc. | 9 | Kenora Patricia CFS | 127 | Marymound | 2 | |
| Portage Youth Centre | 2 | Marymound | 2 | Norcare Inc. | 16 | |
| Setterland | 7 | Norcare Inc. | 12 | Portage Youth Centre | 1 | |
| Syl Apps Secure Treatment Centre | 3 | Rainy River CAS | 2 | Syl Apps Secure Treatment Centre | 1 | |
| Thunder Bay CAS | 1 | Setterland | 5 | Thunder Bay CAS | 3 | |
| Thunder Bay Jail | 1 | Thunder Bay CAS | 3 | Thunder Bay Regional Health Center | 1 | |
| Weechi-it-te-win TLC | 4 | Weechi-it-te-win CAS | 2 | Weechi-it-te-win TLC | 1 | |
| Yellow Turtle Youth Centre | 1 | Weechi-it-te-win TLC | 2 | Yellow Turtle Youth Centre | 4 | |
| Young Star House | 5 | Yellow Turtle Youth Centre | 3 | Young Star House | 9 | |
| | | Young Star House | 7 | | | |
| Total # of clients placed in OPRs: Total # of Children in Care - | 187 | Total # of clients placed in OPRs: Total # of Children in Care - | 189 | Total # of clients placed in OPRs: Total # of Children in Care - | 156 | |
| April 1.08 | 526 | April 1.09 | 531 | April 1.10 | 575 | |
| Percentage of Children in OPRs | 36% | Percentage of Children in OPRs | 36% | Percentage of Children in OPRs | 27% | |

TIKINAGAN CHILD AND FAMILY SERVICES

STATEMENT OF FINANCIAL POSITION

| As at March 31 | | Operating Fund | Donation Fund | Children's Trust Fund | 2010 | 2009 |
|---|----|----------------------|------------------|-----------------------------|--------------|-----------|
| | | | | | | |
| ASSETS | | | | | | |
| Current | \$ | 5,009,161 \$ | 308,126 \$ | 21,650 \$ | 5,338,937 \$ | 3,378,287 |
| Cash and bank (note 3) | Ф | 230,270 | 697 | Σ1,030 Φ | 230,967 | 493,172 |
| Accounts receivable (note 4) | | 230,270 | 037 | | 200,001 | 100,772 |
| Due from the Ministry of Children | | 50.000 | | | 50,000 | 347,922 |
| and Youth Services | | , | - | _ | 307,514 | 24,729 |
| Prepaid expenses | | 307,514 5,596,945 | 308.823 | 21,650 | 5,927,418 | 4,244,110 |
| | | 3,330,343 | 000,020 | 21,000 | | |
| Capital expenditures to be recovered | | | | | 074 057 | 040.054 |
| in future years (note 1c) | | 671,357 | - | <u> </u> | 671,357 | 819,054 |
| | | 6,268,302 | 308,823 | 21,650 | 6,598,775 | 5,063,164 |
| LIABILITIES Current Accounts payable and accrued liabilities (note 5) | | 2,289,843 | 19,023 | - | 2,308,866 | 2,487,207 |
| Due to the Ministry of Children | | 4 000 000 | | | 1,302,369 | 5.989 |
| and Youth Services | | 1,302,369 | - | • | 2,588,597 | 1,591,724 |
| Deferred revenue (note 6) | | 2,588,597 671,357 | | _ | 671,357 | 638.299 |
| Demand loans (note 7) Current portion of | | 07-(,357 | - | | 011,007 | 000,200 |
| long-term debt (note 8) | | _ | _ | | | 20,827 |
| long term debt (note o) | | 6,852,166 | 19,023 | - | 6,871,189 | 4,744,046 |
| _ong-term debt (note 8) | | - | | - | | 159,928 |
| FUND BALANCE | | | | | | |
| Unrestricted (deficit) | | (583,864) | - | - | (583,864) | (168,896 |
| Internally restricted | | ,,, | 289,800 | | 289,800 | 303,686 |
| Externally restricted | | | | 21,650 | 21,650 | 24,400 |
| | | (583,864) | 289,800 | 21,650 | (272,414) | 159,190 |
| | \$ | 6,268,302 \$ | 308,823 \$ | 21,650 \$ | 6,598,775 \$ | 5,063,164 |

TIKINAGAN CHILD AND FAMILY SERVICES

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCE

| | Operating | Donation | C | nildren's Trust | | Total | Total |
|--|-------------------|----------|----|--------------------|----|---------------|------------------------------------|
| For the year anded March 21 | Operating Fund | Fund | | Fund | | 2010 | 2009 |
| For the year ended March 31 REVENUE | Fullu | T dild | | i uiiu | | 2010 | 2000 |
| | \$ 42,812,266 \$ | | \$ | | \$ | 42,812,266 \$ | 41,278,803 |
| Less: surplus due to MCYS (schedule 1) | | | Ψ | | Ψ | (1,241,347) | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |
| Other programs (schedule 2) | 2,494,682 | | | _ | | 2,494,682 | 2,598,373 |
| | 287,610 | _ | | | | 287,610 | 395,716 |
| Special projects (schedule 3) | 207,010 | 400.430 | | _ | | 400,430 | 306,472 |
| Donation Fund (schedule 4) | - | 400,430 | | - | | 400,430 | 300,472 |
| Trust Fund (schedule 5) | | - | | - | | 4 200 | , |
| Ontario Child Benefit (schedule 6) | 1,360 | - | | - | | 1,360 | 14.570.00 |
| TOTAL REVENUE | 44,354,571 | 400,430 | | - | | 44,755,001 | 44,579,364 |
| EXPENDITURE | | | | | | | |
| Child welfare (schedule 1) | 41,936,742 | - | | - | | 41,936,742 | 41,229,65 |
| Other programs (schedule 2) | 2,494,682 | - | | - | | 2,494,682 | 2,597,43 |
| Special projects (schedule 3) | 287,610 | _ | | _ | | 287,610 | 395,716 |
| Donation Fund (schedule 4) | 201,010 | 414,316 | | _ | | 414,316 | 120,42 |
| Trust Fund (schedule 5) | _ | - | | 2,750 | | 2,750 | 1,25 |
| Ontario Child Benefit (schedule 6) | 1,360 | _ | | 2,,,,,, | | 1,360 | ., |
| TOTAL EXPENDITURE | 44,720,394 | 414,316 | | 2,750 | | 45,137,460 | 44,344,48 |
| TOTAL EXPENDITURE | 44,720,004 | 717,010 | | 2,100 | | 40,101,100 | , |
| EXCESS (DEFICIENCY) OF REVENUE | | | | | | | |
| OVER EXPENDITURE | (365,823) | (13,886) | | (2,750) | | (382,459) | 234,88 |
| FUND BALANCE - BEGINNING | | | | | | | |
| OF YEAR | (168,896) | 303,686 | | 24,400 | | 159,190 | (53,62 |
| ADJUSTMENT TO PRIOR YEARS' | | | | | | | |
| FUNDING (note 9) | | | | | | | |
| Child welfare | (49,145) | - | | - | | (49,145) | (22,06 |
| | (218,041) | 303,686 | | 24,400 | | 110,045 | (75,69 |
| FUND BALANCE - END OF YEAR | \$ (583,864) \$ | 289,800 | \$ | 21,650 | \$ | (272,414) | 159,19 |

TIKINAGAN CHILD AND FAMILY SERVICES

STATEMENT OF CASH FLOWS

| For the year ended March 31 | 2010 | 2009 |
|---|-----------------|-----------------|
| OPERATING ACTIVITIES | | |
| Excess (Deficiency) of revenue over expenditures | \$ (382,459) | \$ 234,881 |
| Net change in non-cash working capital balances: | | |
| Decrease (Increase) in accounts receivable | 262,205 | (138,250) |
| Decrease (Increase) in due from / to Ministry of Children | | |
| and Youth Services | 1,594,302 | (108,933) |
| Decrease (Increase) in prepaid expenses | (282,785) | (2,888) |
| Increase (Decrease) in accounts payable and accrued liabilities | (178,341) | 458,348 |
| Increase (Decrease) in deferred revenue | 996,873 | 733,767 |
| Capital expenditures to be recovered in future years | 147,697 | 214,580 |
| CASH PROVIDED (USED) BY OPERATING ACTIVITIES | 2,157,492 | 1,391,505 |
| FINANCING ACTIVITIES | | |
| Repayment of demand loans | (203,942) | (195,416) |
| Proceeds of demand loans | 237,000 | |
| Repayment of long term debt | (180,755) | (19,164) |
| Adjustment to Child welfare | (49,145) | (22,069) |
| CASH PROVIDED (USED) BY FINANCING | | |
| ACTIVITIES | (196,842) | (236,649) |
| CHANGE IN CASH DURING THE YEAR | 1,960,650 | 1,154,856 |
| CASH BALANCE - BEGINNING OF YEAR | 3,378,287 | 2,223,431 |
| CASH BALANCE - END OF YEAR | \$ 5,338,937 | \$ 3,378,287 |
| CASH IS COMPRISED OF THE FOLLOWING: | | |
| Cash (Overdraft)- Operating Fund | \$ 2,265,832 | \$ (449,799) |
| G.I.C.'s - Operating Fund | 2,785,618 | 3,500,000 |
| Cash - Donation Fund | 171,193 | 35,740 |
| G.I.C.'s - Donation Fund | 94,644 | 267,946 |
| Cash - Trust Fund | 21,650 | 24,400 |
| | \$ 5,338,937 | \$ 3,378,287 |
| SUPPLEMENTARY INFORMATION: | | |
| Cash paid for interest | \$ 16,114 | \$ 42.599 |

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, 2010)

10 years

Martha Rae

Marjorie Benson

Maryann Nawagesic

Marie Brezinski

John Slipperjack

Lucille Morris

Arlene McClendon

Anne Morgan

Randy Fukushima

15 years

David Kanakakeesic

20 years

Phyllis Matthews

Caroline Derouin

Δρραβα' βσζς. Δα. Δβρ. Δ-

ρ≥≤⊲ υς,≤∇

۷ره مههر

סארס אסן איי

≥▷^٦σ L9⁵ ≥◁⁵L³C ≥◁°∩≥∆ ≥▷∙◁^ ω♭∙∆°∩∙Ь°

> <u>σ∫Cα ⟨Δ"Ρ</u> C≻> "D·Δ









Tikinagan Child and Family Services