

# **ANNUAL REPORT 2018-2019**

Mamow Obiki-ahwahsoowin everyone working together to raise our children

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First,

# thank you

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

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

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

> Lorraine Crane Board Chairperson



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#### **BOARD OF DIRECTORS**

@ March 31, 2019

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

#### **ELDERS COUNCIL**

Elsie Fox Emily Gregg Moses Mawakeesick Georgina Neshinapaise

#### YOUTH COUNCIL

Reina Foster Chrednick Raul Kakekagumick

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## About Tikinagan

Created by the First Nation leadership in our region back in 1984, Tikinagan is a community-based child welfare agency rooted in and accountable to the communities we serve. We are a large team of residential care workers, child care workers, family service workers, community-based prevention workers, intake workers, and administrative/support staff.

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

#### **Our Mandate**

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

#### **Our Vision**

#### The Answers Lie Within The Communities

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

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

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

#### History

Mamow Obiki-ahwahsoowin represents the culmination of more than 30 years of work to develop a culturally appropriate response to children and families who are in need of help in the First Nation communities. In developing Mamow Obikiahwahsoowin, we have sought to be true to the original vision that the Chiefs and Elders had when Tikinagan was created. The service model is now described in detail in a set of comprehensive service manuals, including service standards and policies, and case management procedures and forms.

Mamow Obiki-ahwahsoowin is designed to respect the inherent authority of First Nations to care for our own children. It acknowledges that our First Nation mandate supersedes provincial legislation and that our ultimate goal is the pursuit of complete First Nation jurisdiction over our own child welfare services. Until this goal can be achieved, Mamow Obiki-ahwahsoowin is designed to ensure that Tikinagan provides services in accordance with provincial legislation, regulations and standards.

#### **Customary Care**

Customary care is an integral element of Mamow Obiki-ahwahsoowin. Within the customary care system, the First Nation Chief and Council have the authority to declare children to be placed in Tikinagan care when removal from their home is required. The First Nation, parents, Mamow Obikiahwahsoowin caregivers and children in care sign a Mamow Obiki-ahwahsoowin Care Agreement for children coming into the agency's care. Mamow Obiki-ahwahsoowin care presents a viable alternative to the mainstream Court system. LL° ΡΛΡ"44.4Δ· βΔΛβυ' 4Γ"Δ∇· ΛΡαβ δΛΓσω"4' ΡαΓ9Δ· L/α"Δβ. ΡΓ>∇· Γα 4ΛC ΡL°Ρ4JΔ·, LL° ΡΛΡ"44.4Δ· ΔΡΟLβ, βΡα ∇Δ·CΔΡΓΛ' ΓΡΛΡ"45' Ρσυσσα' Δ∇· Δα"U Γβα∇·)C474- Γα Γ<Γ"4βΔ4- 44.σω' Γα ∇ΡΓ 47°δΔ·20· ΛΥ)Γ9Δ.α' βΡ Δσ ΡαΓβυ' Γα δΛJΟ4- 4σσσσ4.

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## Message from the Board Chairperson

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In my role as a leader in my community, I draw on my life experiences every day while I make important decisions to better the lives of families and children. Similarly, these personal experiences help me in my work with the Board of Directors, as we guide Tikinagan Child and Family Services. My own family and extended family, and many community members that I am close to, have had hardships and relied on Tikinagan to help them during difficult times. I think this is important to reflect on in this year's Annual Report. Tikinagan is not separate from our First Nations. It was created by and continues to be led by our First Nations people.

All of our board members are community-based and have been impacted by the same issues affecting the families and children we serve, because we are one and the same. Many of our managers and employees have all been through experiences connected to colonialism and the long-lasting impacts of residential schools, so we have compassion and empathy for those we serve. We are serving our own people and we cannot forget how unique Mamow Obiki-ahwahsoowin is. When we promote or talk about Mamow Obiki-ahwahsoowin and what makes Tikinagan unique, there aren't just hollow words. There is a deeper meaning to Mamow Obikiahwahsoowin.

We continue to grow and be responsive to the needs of our communities, and we also continue to stay true to our traditional values and work within Mamow Obiki-ahwahsoowin to keep children and families together. Sometimes we know children need protection and parents need help, and we see our employees working hard to keep children in the home and only removing them if necessary. It's incredibly promising to see the number of children in care decreasing every year here at Tikinagan and I feel that it demonstrates Mamow Obikiahwahsoowin is working. With the practice of Mamow Obiki-ahwahsoowin, we work tirelessly to



Lorraine Crane Board Chairperson

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keep children safe and at home. If they have to go to a place of safety, we work to keep them close to their family and close to their community through channels like customary care and community-based foster homes.

There were many positive changes this year, and at the forefront was the flow of resources coming through from the Canadian Human Rights Tribunal (CHRT) which resulted in many benefits for our communities, including increased funding for prevention services here at Tikinagan. We are already seeing a positive impact in our communities with this funding. We want to take the time to remind our community leaders and all of our families that they have access to many programs and funds separate from Tikinagan but which help our families be stronger and healthier. We also are grateful for Jordan's Principle. This funding has helped many of our children. ΛΓ L'9'Cb' ρCoρΔ'σα' Γα 64 60σ6UP ρςσαδισαν βσ ανς∇ινς]μβρν, Γα βί σΛΓ ΔΛΓανησημού ΓΓο Ανθησιάτου Ανθαριάτου Ανθαρι Ανθαριάτου Α Ανθαριάτου Α Ανθαριάτου Α Ανθαριάτου Α Ανθαριάτου Α Ανθαριάτου Ανθαριάτου Ανθαρισματο Ανθαριάτου Α ₫₫•ፓ∽` Γ፬ በ√ንቦዓ∆•፬ን ቦΓሪ√₽•₽ን. ምъс ₽∩ፓ ρφιςςι αφιλα, Δσιςδισρια, υρσδιοςηγαι-Γο Ρσρ"Δαι' Διρ"Δαδι δοιςδιοςησία. Γο 64 σα·<י<br/>כך> σς₀ρ₀ьσ₀ν μα·- 6·+' ∇α₀ρα·- $\forall \forall \cdot \mathcal{I} \circ \mathcal$ <u>Δραγοαγ.</u> Δρ ρδ συσγαρια, υραδιαζης. ▷σρ"Δd
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Community members have access to this funding too and can find out more at https://fncaringsociety. com. This is important to mention, because if a family can get better healthcare services for their children this has a big role to play in prevention and ensuring families are better supported.

In 2018, we started on our renewed five-year strategic plan. We accomplished many items from our last plan, which guided us from 2014 to 2019. Now it is time to move forward and plan for the next five years. We are excited to release this strategic plan in the near future and will be sharing this with all of our community members and stakeholders.

This past year, we said farewell and thank you to long-time board member Archie Meekis. Mr. Meekis provided much knowledge and dedication to the board and we deeply appreciate his commitment. We then said welcome to new board member Simon Winnepetonga from Wunnumin Lake First Nation. We look forward to working with him and the wealth of experience he brings to the board. podqadd, podqaddd, podqaddd, podqaddd, podqaddd, podqaddd, podqaddd, podqaddd, podqadd, podqadd, podqadd, podqaddd, podqadddd, podqaddd, podqadddd, podqaddd, podqadddd, podqaddd, podqaddd, podqadd(CHRT) FJ' CJ9 $\Delta$ ·Q'  $\nabla$ P  $\triangleright$ P  $\Delta$ ·PrbUP, Cd ▷L በቦኴbን. ላ∽ σላ・<ንርቦን ላъፓቦዓLb' ▷▽・ ∾σታን</p> CJATA, Dapacla, La pba Unilaya Γα<Γ⊃α·- ⊳∇·σα·) ΛΔΓαΔ·α) Γα ∾σγα) <b> οργηγαγαία το δουγάρια το δουγάρια το διαστάσια το διαστά Γ∟<sup>ν</sup>δΔ·γ∟δρ) Γα ΓΓυ·γ∟δρ). σαασμΓι ι≥Ωι  $\mathsf{CJAVP}, \mathsf{APL} \mathsf{APL}, \mathsf{APL} \mathsf{APL}, \mathsf{AP$  $LL^{O}C_{V}$  (לא העראי) אין דעראי לא אין דעראי אין דעראי אין געראי אנדא://fncar-CVOP 6.43
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Pictured: Fort Severn First Nation hosted Tikinagan's 2018 annual Chiefs' assembly in August 2018. Community members hosted a dinner for staff and delegates during our time in Fort Severn. Meegwetch Fort Severn!

Continued on next page



In closing, I have many people I want to thank from this past year. First, I want to thank the Board. They work very hard to keep Tikinagan true to the original vision set out by our leadership, while being adaptable to the changing world around us. I want to thank our Elders Council and Youth Council. We get a lot of guidance through their experience and wisdom. I want to thank our First Nation leaders and all of our community members for guiding Tikinagan. I also want to thank our dedicated foster parents, who help keep our children close to home and in their home communities. And of course I have to thank our dedicated management team and our Executive Director and Associate Executive Director for leading our employees who work hard every day. Meegwetch!

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## Message from the Executive Director

### **Ροδητο δυζύπο**

#### Waachiye, Greetings!

I've been the Executive Director of Tikinagan now since 2015 and I'm pleased to continue having this privilege. In my role, I am always guided by the First Nations we serve, through the direction of our Board of Directors, Elders Council and Youth Council. Thank you to these capable and strong representatives of our communities for your guidance.

Tikinagan continues to grow and be responsive to the needs of our communities. As in previous years, our dedication to our service model, Mamow Obiki-ahwahsoowin, roots our agency in traditional practices and help us as we move towards greater First Nation self-determination. Our priority is always to serve our communities with Mamow Obiki-ahwahsoowin, and work alongside our leadership and other community resources to make positive impacts on the lives of our children and families.

I want to take this time to thank our dedicated employees. Our management team works tirelessly alongside frontline and support staff to provide our services through Mamow Obiki-ahwahsoowin. Tikinagan has now been here for 35 years and we have two employees, Judy Angeconeb and Diane Hoey, who have been here for 30 of those years. We're so proud of them and of all of our employees who show commitment to Tikinagan.

We underwent restructuring in May 2019. We welcomed Rachel Tinney in her new role of Associate Executive Director. Ms. Tinney moved from the position of Director of Services and will now join in assisting in corporate level responsibilities. She has been with Tikinagan for many years and brings expertise in child welfare and Mamow Obiki-ahwahsoowin, as well as livedin and community-based experience in our region.



Thelma Morris Executive Director

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Our agency continues to grow and expand in complexity of services. In order to better support our staff, we now have three Directors of Services; Judy Angeconeb, Amy Hardy and Bill Kuzemczak. These three Directors all have expertise in the services we provide and will help us be more responsive especially as we continue growing our prevention and early intervention services.

Being more proactive and involved in intervention has always been a part of our work at Tikinagan, but it wasn't until we received funding through the Canadian Human Rights Tribunal (CHRT) that we were able to get more movement forward in this area. We had never been fully funded for these services before 2016, when the CHRT ruled that funding for Indigenous child and family services was insufficient. It took two years, but we then received retroactive funding to cover deficits and get some reimbursements for actual costs for prevention, intake/investigations, legal fees and building repairs.

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#### **Tikinagan Pilot Projects**

When it comes to addressing gaps and duplication of services, we often refer to this as silo-busting. Similar to how grain is kept in separate large silos on a farm, there are often many of the same services provided to our communities through different pockets of funding. We are joined by others who feel that this often leads to miscommunication, gaps in services and public confusion as to how to access services and vital resources. Tikinagan and Sandy Lake First Nation have started a "silo busting" pilot project, which will be built on Sandy Lake's values, principles and standards and will streamline and eliminate silos created by government programming and funding structures. There is a strong emphasis on prevention services for families and children.

The goal of the pilot project is to develop both a Sandy Lake law on children, youth and families, and a comprehensive service delivery framework. Through this, there is a goal to develop a model for the people of Sandy Lake, and ideally one that can be used by other communities to assist them in breaking down their silos. Another pilot project is the Kitchenuhmaykoosib Inninuwg (KI) Family Law project. Since Tikinagan was created in 1984, it's been a goal of our First Nations to have their own law on child and family services. Using provincial legislation was intended as an interim measure until First Nation laws were created.

In 2019, Tikinagan and KI re-initiated this pilot project that was originally envisioned back in 2007. We have been working steadily on this and KI's plan is to ratify the law in 2019. This means KI will be under the jurisdiction of KI legislation instead of the provincial Child, Youth and Family Services Act. The KI Family Law working group consists of Elders, leadership, parents, Tikinagan and other First Nation members.

Stay tuned for news in the upcoming year on the progress of these pilot projects by visiting www. tikinagan.org or following us on Facebook.

Even though we continue to face challenges in accessing this funding, we have moved forward with improving prevention services. We established a Prevention Unit to support our community-based prevention workers. This is very exciting and we continue to prioritize intervention and prevention services to help families care for their children.

Strategic planning is a common practice to set priorities for the years ahead at an organization, and Tikinagan is moving from our 2014-2019 plan onto the next five years. As we prepare for the 2020-2024 plan, Tikinagan has been returning to the communities, staff and leadership to ask for their input and their vision of Tikinagan in the next five years and onwards. This has involved many community-based strategic planning sessions, which began in October 2018 and continued into the spring of 2019. We held 32 focus groups in nine communities, plus had 121 surveys completed online.

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We consulted with hundreds of Elders, youth, Chiefs and Councillors, staff, foster parents and community members. The Plan is currently in draft form and has been brought to our 2019 Annual Chiefs Assembly for their review. We anticipate this Plan will be finalized and ready to release to the public on our website in January 2020.

A significant change internally at Tikinagan this past fiscal year was adjusting our salary grid for our employees. This change was important, as we were able to bring our salary closer to that of the provincial standard and address changes in inflation in recent years. Employee recruitment and retention is a challenge for many organizations in northern Ontario and this was a positive step forward for the organization.

Another significant topic this year is our partnerships. Tikinagan is just one of many community-led resources and we strongly believe in working with our community partners to provide services for our families and address gaps and duplications in services. We worked with many partners this year, such as Sioux Lookout First Nations Health Authority (SLFNHA) and Nishnawbe Aski Nation (NAN) in areas like prevention services. We co-hosted a twoday conference with SLFNHA and NAN for community representatives where we all presented our prevention program and services updates and worked together to create a vision of supported and happy families in our communities. This was also a good opportunity for attendees to get more information about accessing prevention funding through Indigenous Services Canada.

In closing, we look forward to another year with our First Nation leadership, Elders, youth leaders, community resources, partners, foster parents and families working together to raise our children. Meegwetch.  $\begin{aligned} & $$ P_{ab} Δ_{bb} · C_{J} Q_{A} · Q_{2} b_{J} C_{b} P_{J}, 4_{J} P_{a} b_{a} · T_{a} \\ & $$ P_{J} D_{J} C_{J} & $$ P_{J} P_{$ 

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σΓσ·<sup>3</sup>CΓ<sup>3</sup> ΓαϤ· ۹Ϥσ Ϥ"ΡϤ·<sup>3</sup>՝ ΓΔ·CͽΡL<sup>5</sup><sup>3</sup> Δ<sup>ν</sup>dσbσΔ·ΡL<sup>3</sup>, ΡΓ<sup>5</sup>"Ϥ<sup>3</sup>, Ρ<sup>ν</sup>bΠ<sup>3</sup>, CJ<sup>3</sup>A·σ<sup>3</sup> Δ·Γ"Δ<sup>3</sup>Δ·Δ ΛJΓ<sup>3</sup>Δ·α<sup>3</sup> b<sup>3</sup>P<sup>3</sup>, Ρ<sup>3</sup>bα<sup>3</sup>σL<sup>3</sup>·<sup>2</sup> Γα Π<sup>3</sup>Γ<sup>3</sup>Δ·α<sup>3</sup> ΓL<sup>6</sup> Δ·Γ"ΔΠ<sup>5</sup><sup>3</sup> Γ<sup>3</sup>Γ<sup>3</sup>-<sup>2</sup> ()

## **Service Highlights**

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Our service model, Mamow Obiki-ahwahsoowin means "everyone working together to raise our children" and guides the work we do here at Tikinagan Child and Family Services. It's a system of working hand-in-hand with communities to provide child protection services and help our families.

#### Services for Children in Care

Tikinagan is entrusted by our First Nation leadership to provide protection services to their most sacred population- children. We work hard with our communities to keep children in their homes, but sometimes a child needs to be brought to a place of safety. It is with our Mamow Obikiahwahsoowin model that we operate and we work with each family and their circle of care to help them during difficult times. With our Mamow agreements, we can work in our traditional way to respond to protection concerns. We want children to always stay connected to their family and community. If a child has to go to a place of safety, we prioritize placement with extended family in or as close to their homecommunity as possible, while we work towards reunification with their immediate family.

We started out the 2018-2019 fiscal year with 534 children in care, and ended it with 482 children in care. This number has been on the decline in recent years, but this is the first time we've seen under 500 children in care in the last 15 years, and this 15-year average is 571. We attribute this continuous decline to our increased prevention services and our work towards more in-home supports for families. There are minimum provincial standards in social services, but our workers take steps to go above and beyond. If a minimum is to visit with a family every 30 days, we often are in their home more frequently. We work alongside the parents to either keep their children at home, while addressing concerns, or working to return them as soon as possible once the concerns are addressed.

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Prevention and early intervention go a long way to supporting our families. Poverty or lack of access to resources are not reasons for a child to come into care. It's always important to remember that Tikinagan and the First Nation leadership do not remove a child from their family unless there are protection concerns. If there are no protection concerns, we want to see the family receiving services that best fit their needs. We work closely with other community resources to get supports for families. This is why Jordan's Principle is so important to our communities, as families can work with health care and other support services to access vital care for their children, including developmental health services and mental health counselling, before protection concerns arise.

Of the 482 children in care, 405 are in customary care (84%) under the direction and authority of First Nations. Of the 77 other youth not in customary care, there are 34 youth who voluntarily signed on for financial support following their 18<sup>th</sup> birthday. This means that almost all children coming into Tikinagan care are under the authority and direction of their First Nation, not the court system. With Mamow Obiki-ahwahsoowin, a system developed by our First Nation communities, we are able to truly consult with each First Nation and work with each child's circle of care to respond to protection concerns. This is the advantage over the court system, as it means families have more flexible and culturally appropriate services.

Transitional services are provided for youth in care with developmental disabilities who require special care from Developmental Services Ontario (DSO) after the age of 18. In 2018/2019, we had eight (8) clients transfer to these services. Tikinagan has been working towards identifying youth at 14 to 15 years of age, developing plans to transfer their supports at the age of 18. We continue to support those who are deemed eligible past their 18<sup>th</sup> birthday, until the transition to adult services is complete. There are currently 29 clients on the road to receive services from DSO, which includes 10 clients currently in the transition planning stage.

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#### **Prevention Services**

In the past year, we have made structural changes to our management team and throughout Tikinagan to better serve our clients and continue in our goal to be more responsive. The most significant change was establishing our central Prevention Unit, which means we can better support our communitybased prevention workers and do more to provide prevention and early intervention services for our children and families. This unit is continuously growing, with two direct services supervisors, four prevention case aides and seven prevention workers. This is all in an effort to reduce the number of children and youth in care, as well as to collaborate more with First Nations' initiatives towards community well-being.

The last year saw initiatives like:

- clothing drives & food donations
- supplies for traditional land-based activities
- bringing in motivational speakers for youth such as two retired Indigenous NHL players
- establishing more community Meet and Greets

The Meet and Greet idea was a new initiative which brings together all of Tikinagan's services and departments, including our HR department, to hold a community event where people can find out more about all of our services and community-based employment opportunities. Prevention plays a large role in these events as we work to break down silos in our agency and ensure we are all working more collaboratively with the same goals of reducing the number of children in care.

#### **Intake and Family Services**

This past year, our intake team received 8,222 referrals, which include general questions about our services as well as child protection concerns. The five-year average for referrals is 6,224, so we've had a higher than average amount of referrals this year. There were 638 initial investigations that were closed upon completion and 305 initial investigations that were transferred to ongoing

#### Continued on next page

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#### **ϙϒͻ**υδϞσ.⊳Δ.α.- Lσ υΛͻυάσ. ∇.ω.αΔ.σ.

$$\begin{split} & \triangleright C a^{3} b \rho \ d'' \rho d^{4}, \ b \Lambda^{3} \cap q^{4} a'' \rho \nabla \cdot d^{--} \rho \rho \ d^{4} a d^{4} \\ & 8,222 b \Lambda \ < \rho \cap a b a d^{--} \rho L, \ C d b 4 b q^{4} \cup \Delta a^{5} \Delta \nabla \cdot \\ & \rho \sigma \Delta \cdot f'' \Delta \nabla \cdot \Delta \cdot a^{3} \Gamma a b 4 \ d^{4} \cdot \int \Delta \cdot b a \nabla \cdot \partial r q \Delta \cdot a^{5} \\ & b L \Gamma \cap a^{5} C J'' \Delta d d^{--}. \quad \nabla b^{-} \sigma^{4} a^{0} \rho \Gamma \sigma d^{4} b \rho \ \Delta' A^{4} \\ & b \Lambda < \rho \cap a b a d^{--} 6,224, \ d \Gamma \ C'' \ \nabla \Delta' A^{4} a^{--} \nabla \rho \ C \rho \\ \Delta'' \Lambda + \rho^{3} C^{2} \rho L b \Lambda \ < \rho \cap a b a d^{--} a d^{c} b d'' \rho d^{4} \cdot \\ & \rho d^{5} d^{3} a a^{3} C \Delta \cdot \rho q^{3} \rho q \Delta \cdot a^{3} q b^{\prime} b \rho \int r b U \rho^{3} \\ & \Gamma a b 4 \ 305 \ a a^{3} C \Delta \cdot \rho q^{3} \rho q \Delta \cdot a^{3} b \rho \ d^{3} \rho \ < \rho d - \rho d b U \rho^{3} \\ & \rho d^{5} C \Lambda \Gamma \ a a b \Gamma h b U \rho^{3} \rho \Delta \cdot \sigma d^{5} b \rho \ d^{3} \rho \ d^{3} \rho d^$$

services. We had 599 investigations into ongoing cases (648 five-year average). These numbers are lower than last year (728), yet we had more referrals. These numbers help us illustrate that families have ongoing needs for intervention and support services. The number of referrals increasing is also due to the new role of the Intersociety Liaison Unit (ISL Unit), which came from a directive from the Ministry of Children, Community and Social Services in October 2017 and was established soon after but developed more throughout 2018.

#### ISL Unit

The ISL is based out of Thunder Bay. It was created to better serve our families from our communities who live in Thunder Bay. It was also a response to the Ministry directive issued in 2017 which called for Tikinagan, the Children's Aid Society of Thunder Bay, and Dilico Anishinabek Family Care to each establish an Inter-Society Liaison to serve as a point of contact between the agencies. The directive reinforced Tikinagan's authority to open foster homes in Thunder Bay and provide prevention services for our families in the city.

In the 2018-2019 year, the ISL Unit received 1,674 requests of information and 219 referrals. They also sent 332 requests of information and 91 referrals. The ISL Unit held 646 Mamow case conferences over this last year. This is part of the work we're doing to reach our goal of ensuring our First Nations are properly consulted when it comes to their families receiving services while living in Thunder Bay.

Since established in 2017, Tikinagan has worked with 829 families in the city. With many of our families in and moving to Thunder Bay, we have grown the ISL Unit to be responsive to their needs. We currently have 22 employees based out of our Thunder Bay office in the ISL Unit. ΦΊΡΕ/ΤΩΊ σΦΙ<</p>
ΦΊΡΕ/ΤΩΪ σΦΙ
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#### ISL VJUDA0

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76. 2018-2019 64"P4., Δ∇. ISL ΛJC9Δ. > P ⊳∩γασασι 1,674 συσείδιαν δαι σιασιασια ⊳ρ Γα 219 βΛ <ρ∩αβρα. Γα β4 ⊳ρ ανοςαα. 91 6Λ <ρΩσδαφ. Δθισαιν ISL βΛΙΟαι- Ρρ σσοσασι 646 LL° δορ Διρουρία αλαγαιά  $PC\sigma_{2}$ ,  $Pb q_bq_{1}$ ,  $qL_P\Delta_{1} < 2b \Delta_{2} \nabla_{2}$ δασρογιώς γουταγ, ματικά και αρασαγ, υφιςταραφαία γαι τραγία το αναιτικό το αν ∇Δ·Ր"⊲b⊇⊲·¯ ΔL ٦b·¯ bbVJ⊲·¯ Cי⊃≥ V. ⊲Λ bp LrrbUp<> 2017, NPab> ⊳P ⊲obCa> 829 Πνγραλαγ ΔΓ δυσγ. Γιν δυλγραγαγ ΔΓ όγαι Γα βαληγαι ζωσ γυαιαια γυαιαια ΔΔ· IST νημαν, υσορεήαι- ρυ σρεώαια. Δ·Γ"Δσδ. Τρ.- 22 σσραδα' Cαρρα. ΔL C)>≥ V L/α"Δ9Δ·bΓd) ΔL ISL ΛΙΓ9Δ·σ`.

#### **Residential Services**

Tikinagan is currently the largest provider of residential services in the province of Ontario. Of the 482 children in care, we have placed 421 in our jurisdiction, with an additional 17 in Thunder Bay. We maintain focus on recruitment of communitybased and Indigenous foster homes because Indigenous children deserve an Indigenous home. As of March 31, 2019, we had 365 foster homes. This is great news because last year we had 315, which means we welcomed 50 new foster homes this year. There is still a great need for more foster homes, especially in our First Nations to keep children in their home community. Probably the most common type of foster home is when we receive a call from someone who wants to take a family member into their home (such as a niece or nephew) while the parents are struggling - a true customary care approach to fostering with Mamow Obiki-ahwahsoowin.

As we work with other organizations to bust silos, we work within our own agency to address cross-organizational silos which often lead to gaps in communication and services. Because of this, we have decentralized our residential unit so that each Service Manager now oversees their community's residential services. This is helping increase communication and services in each community-based office and ensure that we are all working together with more collaboration and consultation among our employees and our First Nations.

We've previously announced that we have \$5000 funding available to new foster homes for the purpose of preparing the home for a foster child. We continue to offer this incentive and also continue to work on increasing training and other supports for new and existing foster parents.

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∇b· Δ∇· bΛΓ Δ·C\_ΔPL<sup>5</sup><sup>3</sup> dCP<sup>5</sup><sup>3</sup> ΛJPqΔ·α<sup>3</sup> bb9· PΛΠαL<sup>3</sup><sup>3</sup> bd<sup>5</sup>PCΔ·\<sup>4</sup>P<sup>3</sup> Δ·P<sup>\*</sup>ΔdΔ·α<sup>3</sup> Γα Λd PP<sub>D</sub><sup>\*</sup>dLqΔ·α<sup>3</sup>, σΔ·C<sub>Δ</sub>PLCF<sup>3</sup> σΛJPqΔ·α<sup>3</sup> PdσbCL<sup>3</sup><sup>3</sup> bd<sup>5</sup>PCΔ·\<sup>4</sup>P<sup>3</sup> Δθ·σd·<sup>3</sup> ΔL C<sup>4</sup> d<sub>D</sub><sup>3</sup>P Δ<sup>2</sup>\<sup>4</sup> ∇<σσbUP<sup>3</sup> Δ·P<sup>\*</sup>Δ∇·Δ·α<sup>3</sup> Γα dσJPqΔ·α<sup>3</sup>. dFC<sup>4</sup> P∇· PP, σP d<sup>3</sup>PDF<sup>3</sup> Δ∇· bJ ba∇·<sup>3</sup>Cd2d·<sup>-</sup> bdσbCJd·<sup>-</sup> ΛJPqΔ·σ<sup>3</sup> Δθ·σd·<sup>3</sup> bPPLd·P<sup>2</sup>d·<sup>-</sup> ΔL Δ·P<sup>\*</sup>Δ∇·Δ· ΛJPqΔ·σ<sup>3</sup> Δ·αd· Pobσ bad·<<sup>3</sup>CJd·<sup>-</sup> ΔL b<sup>2</sup>CJqΔ·σd·<sup>-</sup> b<sup>3</sup>σP<sup>3</sup> dd·J<sup>2</sup>s<sup>3</sup> bCJ ba∇·<sup>3</sup>Cd2d<sup>2</sup><sup>-</sup>. PP Δ·P<sup>\*</sup>Δ<sup>3</sup>Cd<sup>2</sup> VDP d<sup>3</sup>F<sup>\*\*</sup>ΔDaσd·<sup>3</sup> Fa Δ·P<sup>\*\*</sup>ΔV·Δ·α<sup>3</sup> ΔL bC<sup>2</sup> <<sup>3</sup>U<sup>3</sup>D<sup>3</sup>P<sup>3</sup> CJ<sup>4</sup>A<sup>2</sup><sup>3</sup> b<sup>3</sup>P<sup>3</sup> L<sup>2</sup>a<sup>\*\*</sup>ΔqΔ·bFd<sup>3</sup> Fa b<sup>4</sup> V<sup>3</sup>P<sup>2</sup> q<sup>4</sup>D<sup>4</sup>a<sup>-</sup> dσPaba<sup>3</sup> Fa bP Δ<sup>3</sup>dσba<sup>3</sup>.

>Ca<sup>3</sup>、 σΡ Δ·<sup>3</sup>CΓa<<sup>3</sup> \$5000 ~σ<sup>3</sup> ∇d<sup>3</sup>d<sup>4</sup>·<sup>3</sup> 95 d<Ω<sup>2</sup> P<sup>4</sup>P bV5Δ·a<sup>3</sup> ΔL 9C5 b·<sup>3</sup> ba<sup>3</sup>·<sup>3</sup>Cd<sup>2</sup>d<sup>-</sup> d<sup>4</sup>·5·<sup>3</sup>. dΓΛd P<sup>3</sup><<sup>2</sup> ∇5 ΛLobCL<sup>3</sup> P<sup>3</sup>· Γa b<sup>4</sup> ∇ΛΓ dσbCL<sup>3</sup> PP<sup>3</sup><sup>4</sup>Cl9Δ·a<sup>3</sup> Γa dCP<sup>3</sup> PΔ·<sup>2</sup>b<sup>4</sup>·CdΔ·σd· P<sup>4</sup>P Γa 7b<sup>-</sup> b<sup>3</sup>d<sup>-</sup> Pba<sup>3</sup>·σL<sup>4</sup>·<sup>4</sup>.

#### د∙∆LP⊳"مP⊇

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#### **Training and Capacity Development**

Tikinagan has an established and productive training unit that is dedicated to ensuring staff are supported and encouraged to grow within the agency, and understand Mamow Obiki-ahwahsoowin and how it impacts their day-to-day work. It also ensures our staff meet provincial standards for providing child protection services. All new employees are welcomed to Tikinagan with a three-day orientation and an employee handbook. Our orientation covers our service model, the history of Tikinagan, our internal forms, and areas related to introducing employees to their new job. This is just the beginning of their training though, as we offer training throughout the year and have mandatory and participatory sessions for our employees.

In the last fiscal year, we offered Child Welfare Professional (CWP) training for those staff who work, or wish to work, directly with children and families. Between February 2018 and May 2019, 45 employees completed this 16-week course. Other sessions and topics we trained on this past year included; FASD, non-violent crisis intervention, Mamow case management, sexual abuse investigations, mental health first aid, leadership development, compassionate care, Make the Connection/Kids have Stress Too, and many other topics for our staff and foster parents. We introduced new training topics like LGBTQ2S and traditional-based training such as an Elders gathering and Anishinaabe Cultural training.

We offered 149 training sessions this past year, with 367 staff training days. We recruited an internal Trainer last year and are expanding this by recruiting more trainers and building on capacity development.

On the topic of capacity development, we did some restructuring this year and are pleased to announce we have three Directors of Services now in place to be more responsive to the needs of our management and their staff. Tikinagan will continue to grow and restructure to meet the needs of our families as we, and our First Nation leaders, identify them.

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σΛΓ αα<sup>3</sup>ΡαΓα<sup>3</sup> ΡΡ<sup>Δ</sup>"<sup>4</sup>L<sup>4</sup>Δ·α<sup>3</sup> Γα 64 ∇Ρ <ΡΛαL<sup>3</sup> 149 ΡΡ<sup>Δ</sup>"<sup>4</sup>L<sup>4</sup>Δ·α<sup>3</sup> ΡCα<sup>3</sup> 6Ρ <sup>4</sup>"<sup>4</sup><sup>4</sup>, ∇Ρ <sup>4</sup><sup>4</sup><sup>-</sup> 367 <sup>4</sup>σΡαδα<sup>3</sup> 6Γα<sup>3</sup> 6Ρ<sup>Δ</sup>"<sup>4</sup>L<sup>4</sup>Δ·σ<sup>4</sup><sup>-</sup>. σΡ <sup>4</sup>Δρ<sup>μ</sup><sup>4</sup>Γ<sup>3</sup> ΡL <sup>1</sup>V<sup>3</sup> σC<sup>2</sup>ραδσα<sup>3</sup> <sup>5</sup>Cα<sup>3</sup> 6<sup>4</sup>"<sup>4</sup>P<sup>4</sup></sub>, Γα 64 <sup>6</sup><sup>4</sup><sup>-</sup> <sup>4</sup>dC<sup>4</sup><sup>3</sup> <sup>9</sup> <sup>9</sup>P<sup>2</sup>"<sup>4</sup>L<sup>4</sup><sup>4</sup><sup>-</sup> σδσ <sup>4</sup><sup>5</sup>Γ<sup>2</sup> Γα <sup>5</sup>6 <sup>5</sup>6 <sup>4</sup>ΛJ<sup>2</sup>C<sup>4</sup><sup>2</sup>.



Employees celebrated the completion of their CWP training in May 2019. The CWP graduates were: Laila Aho, Berda (Bertha) Baskatawang, Virginia Campeau (KRR), Kitty Duchene (Levesque), Dinah Kakekagumick, Bradley Korman, Jennifer Kwandibens, Lisa Makela, Nessie Mawakeesic, Rose McKay, Kristen Penner (KRR), Natasha Quequish, Bettina Rodriguez, Janine Smale and Alysha Wesley.



Tikinagan staff were able to participate in a tikinagan-construction workshop in May 2019. Taught by Shannon and Ryan Gustafson from Whitesand First Nation, the two-day workshop led participants through the historical significance of the tikinagan and the process of construction. The Gustafsons are talented artists, based out of Thunder Bay, who teach tikinagan construction classes throughout the region.

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 $\begin{array}{l} \label{eq:posterior} & \mbox{$$ \end{tabular} $$ \$ 





One of the first activities planned by the central Prevention Unit was a food preservation seminar, held in Sioux Lookout where Prevention Coordinators came out for two days to learn how to can and preserve food, as well as how to host workshops in their communities. Pictured above: front row, from left; Jordan Bilmer, Mary Mamakwa, Glenda Matthews, Mary Barkman and Harriet Cutfeet. Back row, from left; Miranda Rae, Yzerman Kakegamic, Chelsey Greig, Arlene Meekis-Jung and Brenda Roundhead.

#### Statement of Child Welfare Fund

#### **Operations 2018/2019**

Operating Revenue	2018/19	2017/18
Child Welfare Other Tatal	\$ 52,286,125 \$ 7,614,570	\$ 51,016,634 \$ 4,122,387
Total Operating Expenses	\$ 59,900,695 2018/19	\$ 55,139,021 2017/18
Operating Expenses	2010/19	2017/10
Salaries & Benefits	\$ 24,835,955	\$ 20,782,039
Boarding & Client Services	\$ 33,787,236	\$ 31,089,964
Administration	\$ 5,512,428	\$ 4,436,915
Total	\$ 64,135,619	\$ 56,308,918
Fund Balances, beginning of year	\$ (2,272,410)	\$ (1,226,909)
Settlement of prior year deficits	\$ 2,272,410	
(Deficit) or Surplus for the year	\$ (4,234,924)	\$ (1,045,501)
Fund Balances, end of year	\$ (4,234,924)	\$ (2,272,410)

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

#### Π<ΓJΔ· 44·JJA· ΛJΓ4Δ· ~σ+ b<PΩαba<sup>-</sup> 7b<sup>-</sup> bP 4P4· bPJ 7Ωσbσ4· 2018/2019

VJLAY ୬۵۶ ۵۵ አወአሆነ 4 <ul-< th=""><th>2018/19</th><th>2017/18</th></ul-<>	2018/19	2017/18
⊲⊲∙ፓፓ∆∙ ለገレፅ⊽∘ ዋርሁኑን ժዋ፩ን ୮୮。 ₽₽∇ኁሥ	\$ 52,286,125 \$ 7,614,570 \$ 59,900,695	\$   51,016,634 \$   4,122,387 \$   55,139,021
᠕᠋᠋ᡗᠲ᠘᠂᠋᠋᠋᠘᠙᠕᠘ᠺ	2018/19	2017/18
በ<⊲"LNZ•ን & ZጋPZ• Z•୮"ZZ•Z•2 የእንግሚልተዋን ጽ৮Ժ Υ٦៤dZ•σን የኦሁ V٦ራየበቴን የኑታ V٦ሪ4ምን PFe የ57ዶ	<ul> <li>\$ 24,835,955</li> <li>\$ 33,787,236</li> <li>\$ 5,512,428</li> <li>\$ 64,135,619</li> </ul>	<ul> <li>\$ 20,782,039</li> <li>\$ 31,089,964</li> <li>\$ 4,436,915</li> <li>\$ 56,308,918</li> </ul>
፱፻∆ኋለዮኁ, ፱⊴ኇ ደርዖንሀ` ⊲"ዖ ፱ዖ በ<"∆፱ሀ` ▷ርኳን` ፱ዖ ⊲"ዖ⊲∙`	\$ (2,272,410)	\$ (1,226,909)
δρ μγα"Δθλασα. (δρ μγα"Δθλασα.)	\$ 2,272,410	
‹‹፲ ፲ ፲ ፲ ፲ ፲ ፲ ፡ ፡ ፡ ፡ ፡ ፡ ፡ ፡ ፡ ፡ ፡ ፡	\$ (4,234,924) \$ (4,234,924)	\$ (1,045,501) \$ (2,272,410)

 $b\rho L^{2}\Delta bU' \sim \sigma^{2}\Delta \cdot \Lambda J \rho \Delta \cdot \langle q \Lambda^{"}\Delta b \rangle 1 - \Gamma \sigma d' b\rho \Delta \sigma \Lambda \rho \Lambda' \sigma \rho \delta \Lambda \rho \Lambda \eta \Lambda^{-} \Gamma \sigma$  Tikinagan Child and Family Services would like to recognize employees who have reached their 10th, 15th, 20th and 30th anniversary of employment with the agency in the 2018-2019 fiscal year. Our thanks and congratulations go to the following employees for their many years of dedicated service to the families and children of this region.

#### 10 years

Curtis Zoccole Florette Turpin Katherine Machimity Ella Barkman Jennifer Sapay Jennifer Tinney Evelyn Quequish Stanley R Bois

#### 15 Years

Lillianna Barkman Fred Sky Nora Vincent Marcella Fiddler Jim Cook

#### 20 Years

Karla Stanley Roseanne McKay

#### 30 Years

Diane Hoey



#### 10 **⊲**"P

P≥∩" ८८≤Δ
A≤D≥Δ>" ⊃>A>
b'≥Δ> LJT∩
Q≤Q <>LJ
nQA≥ LV
nQA≥ NV
rQA≤Q> P·P·"
"C>≤Q ≥ <·>"

#### 15 **⊲**"Ρ

\$\L2012 \$

#### 20 **⊲**"Ρ

₽≥≤⊲ ╹⊂ን≤∇ ≥⊳₽ን ୮ፅ

#### 30 **⊲**"P

רל⊃ "⊳∆י

Congratulations and thank you to Diane Hoey, our second employee to celebrate 30 years here at Tikinagan!

## Mamow Obiki-ahwahsoowin

Fort Severn

# Everyone Working Together to Raise Our Children

See this Annual Report, and our previous years' reports, online at:

<u>www.tikinagan.org</u>

