

Annual Report 2018/2019



Photo credit: "You are my sunshine"--Jackie Traverse, Anishnaabe, Lake St. Martin First Nation



Mnaasged Child & Family Services

311 Jubilee Rd. Muncay, ON N0L 1R0



Mnaasged Child and Family Services



ANNUAL REPORT 2018-19

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President's Message...

Shekoli, Boozhoo, Koolamalsi. Let me take the time to thank Mnaasged Staff, Elder's Council and Board of Directors for their dedication and commitment to the vision of Child Welfare for each of our Nations. As well, we recognize the hard work of everyone including the Band Representatives and Prevention Workers who work hard every day their communities.

It has not been an easy road for Mnaasged Child & Family Services over the past several years but we are optimistic that we have finally turned a corner. Our communities struggled with not having enough resources to implement our own child and family services that made healing and reuniting our families a challenge. Steering this organization toward a fully mandated child protection agency that exemplifies Indigenous values, culture, language and autonomy is no easy task, but it is a necessary one. It is critical that we continue the discussion around our leadership tables and our kitchen tables within our communities. We must continue to move forward in a new relationship with the settler governments and navigate a new path in child welfare—the most pressing matter of our time.

One of the significant tasks for us is to rebuild an organization that establishes values, beliefs, and our philosophical view of our Nations. At this point, we need to call on the many experienced women and men of our Nations to assist in leading the charge of forming Mnaasged into an organization that we can all be proud of. In saying that, the Board of Directors have had discussions on future board representation where representation may not be political but instead technical. This is, of course, a Nation decision.

We are making progress in all areas of the organization. Over the past year we have been able to map out the activities leading to designation in 2023; rebuilt our core staff team; added programs to serve our children and youth; updated the entire Family Services Model and administrative policies and started our engagement sessions with our First Nation members.

There is still much work to do, work that all of us have a role in. This work will take place against the backdrop of the possible implementation of Bill C-92 and/or the Anishinabek Child Well Being Law, developments which may affect the direction that Mnaasged takes.

In any event, we stand ready to implement the decisions of the Board of Directors and our Member Nations. It is my hope that each of us can come together to rebuild a child and family service that our communities can have confidence in and be proud of.

Yaw^ko, Anushiik, Miigwetch for the continued support as we work towards a better future for our children.

Carol Antone

I have had the privilege of acting as your Executive Director for a little over a year now. The 2018-19 fiscal year was a “reboot” year where the focus was on reorganization, mid-term planning and adding key staff to the Team.

The biggest job this year was development of the master plan which will take us through the five stages of the designation framework for developing organizations. To accomplish this task, Melissa and her Team analysed the competencies outlined in the new Designation Guide and Matrix and developed a five-year strategy to accomplish that goal.

The Board of Directors have reviewed and approved the Designation Plan which we now use as our Master planning document. Elsewhere in this Annual Report you will find a macro-level description of the tasks included in the Designation Plan for your reference. While many readers have already reviewed the Designation Plan, copies will be available for you at the General Assembly.

We are well positioned to exit Stage A of the process this fiscal year; to exit Stage B in 2020-2021; Stage C in 2023, and full designation as a children’s aid society on March 31, 2023.

Other significant accomplishments include;

- Development of a strategy to address the Ministry’s requirements for new expressions of community support;
- Complete re-write of the Mnaasged Family Service Model bringing the 2013 model up to date with the current legislation;
- Creation of our 2019-20 Organizational Workplan which incorporates the Stage A/early Stage B requirements outlined by the Ministry with the Organizational Priorities identified by the Board of Directors;
- Development of a research strategy to understand the needs in preparation for designation;
- Solidify our administrative infrastructure as the foundation for future service delivery;
- Approval of the Mnaasged Jordan’s Principle Unit comprised of five staff;
- Rewrite of the Policy/forms and application for our Alternative Care license as an Outside Paid Resource (OPR) along with the administrative apparatus needed to delivery the program. As I write this article, we are expecting approval of our license any day now and hopefully will have good news for you at the Annual General Assembly.

While we have made some significant progress this year, there is still quite a lot to do over the next 4 years. Much credit goes the Board of Directors and our member First Nations for their leadership and support of the organization. I am very proud of our entire Team and what we have been able to accomplish this year and I hope you are too.

Thanks for all your support for Mnaasged in the service of the children and families of our communities.

Mike George

Fiscal Year	Stage	Activities
2019-20	B	<ul style="list-style-type: none"> • Revise Family Service Model (for presentation at AGA) and update service manuals • Update Governance and Administration Manuals • Implement Matrix Case Management Software • Board of Directors decision on CPIN • Alternative care policy, outreach strategy, recruitment and program roll-out • Development of protocols and MOU's with community partners • Staffing plan • Business plan • Transition plan highlights • Framework/strategy for Senior Management recruitment
2020-21	B	<ul style="list-style-type: none"> • Continuation of the above tasks where necessary • Update staff orientation and training manuals • Final policy updates to service manuals • Finalize transition plan • Start recruitment of child protection staff in Q3/Q4 • Final step is ministry decision to proceed into Stage C
2021-22	C	<ul style="list-style-type: none"> • Continued child protection staff recruitment • CP staff secondment to CAS • Jurisdictional statement (area) • Communication plan • Update all protocols and MOU • Establish service protocols with police, hospitals, schools, FN Boards of Education) • CART review is the final step in Stage C, results of the review go to the ADM for recommendation on designation
2022-23	D	Designation via the Ontario Minister of Children's, Community and Social Services
2022-23	E	Annual Review #1
2023-24	E	Annual Review #2

Melissa Patriquin, Director of Services

September 2019

There has been a lot of movement and growth this year for Mnaasged. We have been moving thru the policy development at a fast pace and are excited about the changes that are happening!

Aside from the day-to-day operations of the organization, there are a number of activities that have taken precedence over the last year, including Alternative Care, Designation, Policies and Procedures, Data Management System, Jordan's Principle, and ANCFSAO.

Alternative Care

In December 2018 Mnaasged was successful in completing our Foster Care License Interview. We also provided the Ministry with our Alternative Care policies and procedures. Since that time, we have done two revisions to the policy and are hopeful that all requirements have been met so that we can receive our Foster Care Licence.

One of the requirements of our Foster Care Licence is that we have protocols with both London Family Court Clinic and Children's Aid Society of London-Middlesex. We were able to work with both organizations to meet this requirement.

Right now, the focus is on updating and editing all the forms that are required for Alternative Care. I have also been focusing on proceduralizing Alternative Care, so that Mnaasged is ready once the Ministry grants us our licence. Also, we are preparing to hire a full Alternative Care team once the funding has been approved by the Ministry.

Designation

Mnaasged is still currently in Stage A, although we are concurrently working on Stage B activities. I completed a Designation Work Plan to help guide us through the designation process. We meet monthly with the Ministry as a Designation Support Group and I am preparing to start a working group with partners from the local CASs to ensure the transition process runs as smooth as possible.

Policies and Procedures

Policy development has been one of the largest tasks this year, with an expected completion date of October 31, 2019. Mnaasged has been fortunate to have Pat Lake help us with the policy writing and he has proven to be a valuable resource to our designation process.

So far, we have had two policy review forums with our Board of Directors to go over the policies one at a time. One more session will be booked for November, once all policies have been completed.

Data Management System

Mnaasged was able to secure funding to purchase a data management system. There was an extensive amount of work that needed to be done in order to research the available systems in order to come up with the system that could best fit Mnaasged's needs. A data system can dictate the way that the work gets done, so we had to make sure that it was customizable and reflects the values that Mnaasged

Elders Council Meetings and Activities

This fiscal year has seen our Elders Council very busy and very involved with Mnaasged Board of Directors and the Staff.

In March 2018- we brought the Elders Council to Sarnia to meet with our board of Directors and revisit our Terms of Reference. They made some changes to their Terms of Reference in accordance with our By Law # 1.

Throughout the year we have invited our Elders Council to attend our monthly Board of Directors meetings and we always have two or three that regularly attend. In this way we keep the Elders up to date on where Mnaasged is with our work on Policies, Governance and designation.

In December 2018, a Traditional Indigenous Knowledge Coordinator was hired, Nicholas Deleary has had several meetings with our Elders Council in working on the TIK Policies for Mnaasged Child and Family Services.

Our yearly thank you lunch for the Mmnaasged Elders Council was on March 26th, 2019 at the Oneida Community Centre. We invited them to have a lunch while listening to Nicholas Deleary's power point presentation on the work they completed with the Traditional Indigenous Knowledge Policies. Our Executive Director presented them all with their gifts and thanked them for their continued support of Mnaasged. They are so very appreciated. We had invited a massage therapist and Reiki therapist to work on our Elders that afternoon, and they all did one or the other and were very grateful for the down time.

Mnaasged offers to pick up the Elders for our meetings if they do not have a ride that day, and they have utilized this service. We co-hosted the Association of Native Child Family Service Agencies of Ontario Elders' Gathering September 24,25 and 26th, it was a very successful event and everyone enjoyed the food, the big drums, singing and ceremonies. The presenters at the conference did an amazing job. We had a fun night on September 25th with our Karaoke show, 14 brave singers came up and sang a song.

We are always seeking to add Elders' to our Council and we are currently developing a process to accept more Elders. We seek Elders from Kettle & Stony Point, Oneida Nation of the Thames, Elūnaapéewi Lahkéwiit, and Caldwell First Nation.

Elders Council Meetings and Activities

Our Elders council from right to left;

Monty McGahey, Chippewas of the Thames

Glenna MacCaulay, Munsee Delaware

Martha Albert, Chippewas of the Thames

Irene Peters, Munsee Delaware Nation

Maxine Albert, Munsee Delaware Nation

Barbara Antone, Oneida Nation of the Thames

Maxine Hendrick, Chippewas of the Thames

Sheila Firth, Aamjiwnaang First Nation

Cheryl Riley, Governance Executive Assistant



Mnaasged Child and Family Services
14th Annual General Assembly
Caldwell Community Centre, Caldwell First Nation
Leamington, Ontario

November 28, 2018—DELEGATE LIST

Mnaasged Child and Family Services

Aamjiwnaang First Nation

Janelle Nahmabin, Councillor

Delaware Nation

Chief Denise Stonefish

Greg Peters, Councillor

Cameron Stonefish, Councillor

Brent Stonefish, Board Member & Councillor

Chippewas of the Thames First Nation

Leland Sturgeon, Councillor

Darlene Whitecalf, Councillor

Michelle Burch, Councillor

Kettle & Stony Point First Nation

Vince George, Board Member

David Henry, Councillor

Munsee-Delaware Nation

Chief Roger Thomas

Glenn Forrest, Director of Operations

Caldwell First Nation

Louise Hillier, Band Representative

Jo-D Simpson, Proxy

Tammy Jolicouer, Proxy

Nikki Orosz, Director of Operations

Oneida Nation of the Thames

Carol Antone, Board President

Charity Doxtator, Councillor

Gloria Doxtator, Councillor

Yvonne Lunham, Band Representative



**Mnaasged Child and Family Services
Annual General Assembly
October 17, 2019
Aamjiwnaang First Nation**



Draft Agenda

1. Call to Order @ 9:30am
2. Opening Ceremonies and Welcome.
3. Review and Approval of Agenda.
4. Introduction of Board of Directors.
5. Introduction of Mnaasged staff.
6. Minutes of 2018 Annual General Assembly.
 - Warren Huff, Secretary Treasurer
7. Auditor's Report,
 - Scott McKay, BDO Dunwoody
8. The Year in Review.
 - Carol Antone, President, Mnaasged Child and Family Services
9. Organizational Bylaw #1.
 - Consideration of Amendments to the number of Officers.
 - Discussion regarding Board size and composition.
10. Board Governance Manual
 - Presentation of the Board of Directors governance manual (FYI)
11. Message from the Elders Council.
 - Martha Albert, Board Elder
12. Executive Directors Report.
 - New programs, Designation plan, Stage A business plan, Research project, Policy Review Update
13. Appointment of Auditor.
14. Other business.
15. Adjournment.



Mnaasged Child and Family Services



**14th Annual General Assembly
Caldwell First Nation Community Centre**

14 Orange Street, Leamington, Ont

November 28,2018

10:15 am

Draft Minutes

44 persons in attendance

Brent Stonefish – Eelūnaapéewi Lahkéewiit Director

Vince George – Kettle & Stony Point Director

Martha Albert – Board Elder, COTTFN

Barbara Antone – Elder's Council

Irene Snake – Elder's Council

Maxine Hendrick – Elder's Council

Maxine Alberft – Elder's Council

Sheila Firth – Elder's Council

Regrets: Carol Antone, Oneida - President

Warren Huff, COTTFN – Secretary-Treasurer

Robyn van Oirschot, Caldwell First Nation – Vice-President

Rose Snake, Munsee-Delaware, Director

Mike Jackson, Aamjiwnaang Director

Discussion

Opening smudge of the little dolls and the sacred bundle
(Cheryl and Candice)

Call to order – Mike George, Executive Director

Opening prayer – Louise Hillier

Opening Drum song – Little Bear Drum of Eel

Opening hand drum song – Kingson Huff, Chippewa of the Thames

Opening remarks and welcome – Mike George

Acknowledgement of Elders Council

Staff, Chiefs , Delegates

Councillor Vince George, Councillor David Henry, Kettle & Stony Point

Chief Denise Stonefish, Councillor Brent Stonefish, Councillor Greg Peters, Councillor Cameron Stonefish, –
Eelūnaapéewi Lahkéewit

Councillor Janelle Nahmahbin –Aamjiwnaang

Darlene Whitecalf, Michelle Burch, Chippewas of the Thames

Chief Roger Thomas, Glenn Forrest, Munsee-Delaware

Louise Hillier, Tammy Jocilier, Nikki Orosz, Caldwell First Nation

Yvonne Lunham, Councillor Charity Doxtator, Councillor Gloria Doxtator – Oneida Nation of the Thames

17 in total

Motion 112818-01- to recognize the Corporate members as presented

Moved by: Councillor Darlene Whitecalf, Chippewas of the Thames

Seconded by: Chief Roger Thomas, Munsee-Delaware Nation

Carried

Minutes of AGA October 18, 2017

Motions read out from last Annual General Assembly, October 18,2017

Meeting was at Kettle& Stony Point Indian Hills Golf and Country Club

Motion 112818-02 - to accept the Minutes October 18,2017, no changes

Moved by: Councillor Cameron Stonefish, Eelūnaapéewi Lahkéewit

Seconded by: Councillor Michelle Burch, Chippewas of the

Thames

Carried

By-Law # 1 changes – reviewing the Concordance.

Questions?

Question asked on the reason why MCFS needs three corporate members at this meeting?

This was initially decided back in 2003 when the by-law was drawn up.

Change under number 4, Chiefs Council where it says Delaware change it to our new name in the Delaware language..
Eelūnaapéewi Lahkéewiit

Regarding quorum for the Board of Directors– suggested satellite or teleconference in order to make quorum.
Our internet service in not the greatest in Munsee.

Are we going to reduce the number of Corporate members at this time?

Discussion in regards to when this can occur. When the Corporation is up and running

Motion 112818-03 – to accept the amendments to By-Law #1 as presented

Moved by Darlene Whitecalf

Seconded by Glenn Forrest

Carried.

11:00 am - Change to Agenda – as Auditor has not arrived yet

Mike to give his PPP about the Family Service Model

Power Point Presentation

For discussion – been in existence since 2013

Model had originally been rejected by the Ministry, where are we placing the Family Service Model. Three circles of care.

Presentation was given by the staff of Mnaasged on the Family Circle of Care.

Time lag of what happened between 2013 and now. The staff were asked to remove all culture from the model by a company coming in named Efficiency.ca It became mainstream then. Focus is to remove the risk from the child, different philosophy.

Comment from the floor, approach is going to set the framework to engage the communities when it comes time to address the service agreement. This is good.

Recruiting an outreach worker to do this work, it's a great deal of work.

Rekindling the Community Service Agreement, up for discussion, would like to bring that process back and see how the Nations see this. Evergreen contract to stay until we meet to change it.

Scott McKay, Auditor, arrived 11:05am

Comment about the Child Welfare system itself isn't really in there, but the Indian Residential School intergenerational trauma is.

Any thing we can do to help you understand even better the Family service mode.?

Continue with the Community Engagements, that was helpful in understanding.

Motion 112818-04 -to endorse and acknowledge the Family Service Model.

Moved by: Nikki Orosz, Caldwell First Nation

Seconded by: Councillor Greg Peters, Eelūnaapéewi Lahkéewiit

Carried

11:55 am - Scott McKay – BDO Canada

Auditor

Scott reviewed the 2017-18 Financial Statement

Questions ?

- Question on the professional fees to Efficiency.ca and not having E.D., did I hear Efficiency got paid twice?
- No the reason of why the number is gone done some, no ED salary paid out.
- Question of why the training is so high. 101K? This was partially related to the meeting with the Staff, Board, the Chiefs, Elders Council in Niagara Falls, March 2017.
- Have all the issues in the letters been dealt with? Yes they have.
- Financial Policy – (to the membership)

Veronica acknowledged for her

Motion 112818-05 – to accept the 2017-18 audited Financial Statement as presented.

Moved by: Chief Denise Beeswax, Eelūnaapéewi Lahkéewiit

Seconded by: Janelle Nahmabin, Aamjiwnaang

Carried

Motion 112818-06

To approve BDO Canada as our Auditing firm for 2018-19

Moved by: Darlene Whitecalf, Chippewas of the Thames

Seconded by Janelle Nahmabin, Aamjiwnaang

Evelyn Young – Prevention Coordinator

Honor past staff for their kind hearts and caring for our families and children

Patty Gilbert, Vicki Jacobs -Aamjiwnaang

Carrie Snake and Sybil Snake Eelūnaapéewi Lahkéewiit

Heather Ireland, Munsee Delaware Nation

Rhonda Doxtator, Oneida Nation of the Thames – Doll maker

Lunch break 12:38 pm

Reconvene 1:35 pm

Executive Director's report

Update on where we are at with the Community Engagement, will go through it pretty fast, with Governance.

Legal review – Finance policy, difficulties with learning all the policies and procedures.

So this is how we came up with the learning workshops.

Report will address Governance Community Engagement, future prevention services policy, Research and communications.

Distinction between primary, secondary and tertiary services.

It's our tendency to lean toward primary and secondary, we believe we still can be involved in Prevention services, that there is a role there for us.

Canadian Human Rights Tribunal monies coming, we are applying for these monies.

Melissa Patriquin, Director of Services, addressed the Assembly and discussed the designation stops.

Designation work plan, will be the meat and potatoes of our plan going forward.
Looking at April 2021 as our designation date.
Process – Stage A – seeking community support, reaffirm our community support
Working concurrently in stage B – wholistic policies look to the four directions.
We need QA policies, need to have all our ducks in order, protocols with hospitals, police services, First Nation Social Services, Band Reps.

Capacity Assessment Review Team will come in to make sure we are all ready, staff, Board and organization.
Looking at what this will look like in terms of the files coming to us, and making sure we are equipped to deal with these files and the numbers. How many children and where?
End date to compile all this will be April 1 2021.
Alternative Care license – Mike and I are going to do our Interview for our Foster Care license on Dec 5th, next week.

Does it have to be with London to work on your Protocol? They are very difficult to work with.
It is a requirement to have London first, because of their geographic area.
I would suggest that you work first with Sarnia, we've taught them how to work with our Community and the protocol we developed with them.

Implementation theme – representatives from both Political and Community as a team, form these reps from the communities to work on this, but you need the support of the Chiefs and Council to get through this. They stay together for the period of time needed.

Elections and changing of players at the local Council table, MCFS could just come in and do an update after the Elections are completed.

Research – service related data, we have Kenn Richard to come in and do this research for us, he is now retired but decided to take this on and begin the data collection.
Service around the numbers, where they come from and what their service plans are.
Needed to start our planning in this area.
Original premise made quite a big difference, Kenn will come in and do an assessment on it to see if it was followed up on.

If you have any research questions, let us know and we can include the research methodology.

Observation – Jordan's Principle Dollars – there isn't any reporting mechanism as the other CAS's are also applying for it and they are the reason why we have this Principle, they will need to account for the monies spent on our children.
This is something that I've been noticing lately.

We will be doing some work around mental health and addictions. Original research in 2003, children were going into care due to caregiver capacity, something was missing.
Substance use and Addictions Program by Health Canada – initial stages to go ahead. Lets look at this drug problem, inviting everyone together to decide to do collectively and what is it? Chief/Councils, Executive Directors, Social Services Directors, Police Services, SOAHAC, Nimkee Nupigawagan, etc.
That meeting will be on December 18th, to develop a regional strategy on this problem.

Communication is key with us, we will do our utmost to do better in this area. All of our work will be transparent.

We must re-activate our Elders Council, instructions to get them together again ideally in December or January. We have not met with them really all summer.

Questions – are the two slide presentations on the USB stick? No that was our oversight.

(Clint will do this and send them out asap)

Question - By-Law # 1 – terms of office, would we be willing to entertain making it evergreen?

Discussion –

To amend the term of office –

We are looking at changing our acknowledgment?

Motion 112818-07 -to amend the accepted By-Law #1, and have the minutes review Section 8.03.

Moved by: Councillor Vince George, Kettle & Stony Point

Seconded by: Councillor Michelle Burch, Chippewas of the Thames

Carried

Motion 112818-08 – To amend the 2 year Term of Office in the By-Law # 1, 8.03 by removing , reads “term of office lasts until a successor is appointed”

Moved by: Councillor Vince George, Kettle & Stony Point

Seconded by: Councillor Greg Peters, Eelūnaapéewi Lahkéewiit

Carried

Ministry requirement for BCR support - discussion on the floor

Questions or comments?

Kettle and Stony Point gave their BCR of support to the ED.

How will this impact once the Federal Child Welfare legislation coming soon is passed?

It provides options for communities to even have anything to do with outside CAS's as part of it, it would be up to the First Nations to decide if they wanted to create their own CW law.

Framework if you opted in with the Kognawassawin Law (UOI) that you would still have that option to continue.

What is the minimum number of BCR's you would need for the Ministry to acknowledge our support? Unsure but it will depend on the size and composition of the withdraw

Stage E is sustainability.

Motion 112818-09 to adjourn this AGA

Moved by: Councilor Janelle Nahmabin, Aamjiwnaang

Seconded by: Councillor Vince George, Kettle & Stony Point

Carried

Closing Prayer by Louise Hillier, Caldwell First Nation

Traveling Song – Kingson Huff, Chippewas of the Thames

Little Bears Drum – Eelunaapiwi Lahkeewiit.

Adjourned at 2:51



2019-2020 Board of Directors
Mnaasged Child and Family Services

Carol Antone, President, Oneida Nation of the Thames

Warren Huff, Secretary-Treasurer, Chippewas of the Thames

Louise Hillier, Vice-President, Caldwell First Nation

Mike Jackson, Director, Aamjiwnaang First Nation

Rose Snake, Director, Munsee Delaware Nation

Vince George, Director, Kettle & Stony Point first Nation

Gord Peters, Director, Eelūnaapéewii Lahkéewiit

Staff List

MCFS Staff

Mike George.....Executive Director

Melissa Patriquin.....Director of Services

Evelyn Young.....Prevention Outreach Coordinator

Veronica Summers.....Finance Clerk

Allen Deleary.....Human Resources Developer

Cheryl Riley.....Governance Executive Assistant

Michelle French.....Reception/Administrative Assistant

Clint Hill.....Systems Administrator

Norman Thomas.....Financial Contractor

Joyce George.....Capacity Development Support
Nicholas Deleary.....Indigenous Knowledge Coordinator
Candice Snake.....Children’s Circle of Care Manager
Dusty Young.....Youth in Transition Worker
Miranda Dockstater.....Children’s Circle of Care Helper
Jackie French.....Youth in Transition Worker (on leave)
Clint Albert.....Maintenance

PREVENTION OUTREACH ANNUAL REPORT 2019

Boozhoo, Shekoli, Kuwiinguneewul!

January of 2019 started off with supplying our communities with either groceries or gift cards to get by the Christmas Crunch.

February Mnaasged Child and Family Services purchased 40 tickets for each community. Prevention Service distributed the tickets within their communities.

March consisted of Program distribution of budget dollars including meat, gift cards, diaper program and purchase of 'Harvest Bucks'.

Mnaasged Child and Family Services started their outreach planning with Wikwemikoong Travel and Tourism for a Land Based Camp.

April Mnaasged assisted the communities with an Open House/Information Session for Indian Day School Class Action. CMO utilized the services assisting over 100 applications.

May, Mnaasged had another planning meeting for Land Based Camp for our Youth in Transition in Wikwemikoong.

Due to a high volume of request for meat products with or communities, Mnaasged had a discussion of how can we keep supplying our communities? A Golf Tournament was our answer and we started planning a Tournament.

Our first Community Outreach Event was in Bkejwanong with their traditional Pow wow

From a London District Chiefs Meeting in April, Roxanne Riddell was referred to me to talk about a Food Rescue Program.

June started off with Outreach Events in Chippewa with Antler River's Annual Children's Powwow.

Solidarity Day Celebration with Mnaasged hosting an Anishnabemowin Bingo.

Mnaasged hosted a Substance Use meeting with our Nations on how this program benefits our communities. Each Nation sent a representative.

Food Rescue Program ongoing with United Way.

July started off with a BLAST for Mnaasged staff enjoying our Golf Tournament on that extremely hot July 5th.

Planning sessions continued for our Land Based Camp.

Mnaasged received an email from Venture Academy of their services for Youth in Transition and or

community youth who might require specialized schooling, three staff members went down for a Tour for possible future planning.

Food Rescue Program ongoing with United Way.

August was such a Beautiful month with us finalizing our Land Based Camp in Wikwemikoong. Our Camp went from Travelling August 11 to returning August 15th. The Camp consisted of smudging and fanning ceremony upon arrival, drum making, minakin (bear grease medicine making) medicine teachings, Pontoon cruise, fire keeper teachings, and ended with a sweat. We closed off our journey stopping in the Grotto in Tobermory Ontario, 13 Youth and 7 Chaperones participated. This was such a beautiful experience for our Youth and Staff.

Community Outreach was done in Chippewa for their Annual powwow Aug. 17th & 18th. As well in Eelunaapeewi Lahkeewit Aug. 31st.

Food Rescue Program ongoing with United Way.

September arrived with parents and staff preparing their families with back to school. Mnaasged will be supporting the Prevention Offices with \$500.00 to each community to support families with meat/ groceries.

A Prevention Meeting is planned for September 18, 2019 @ Kettle & Stoney Point, this is the first planning meeting for a Prevention Conference to be held January 21 & 22nd.

Mnaasged will be hosting The Elder's Conference September 24, 25, 26, 2019.

Food Rescue Program ongoing with United Way.

October brings on the Fall with Bkejwanong hosting a Fall Fair

AGA – Aamjiwnaang October 17, 2019

Prevention Conference Planning Group will be ongoing.

Chi Miigwech/Yaw^ko/Anushiik

Evelyn Young

Prevention Outreach Coordinator **Children's Circle of Care Team**
AGA Report



CCC Team Members:

Dusty Young, Youth In Transition Helper
Miranda Dockstater, Children's Circle of Care Helper
Candice Snake, Children's Circle of Care Manager

We welcomed Dusty back from her maternity leave on May 13, we missed her optimism and dedication to the Youth. We welcomed Miranda Dockstater to our team on May 21, she comes with a wealth of child welfare experience and we are very pleased to have her join us. We are so proud of Chief Jacqueline French who leaves us for 2 years to serve her community, Chippewas of the Thames First Nation.

Youth in Transition Program is currently servicing 9 YIT from the following communities; Chippewas of the Thames, Oneida Nation of the Thames, and Caldwell.

Youth are reaching out for services and making regular contact. They are involved in our programs here at Mnaasged Child and Family Services. A lot of work continues to move forward with helping them reconnect to community and assessing where their needs are. I continue to Educate the youth with services and assistance to reach their goals. YIT program recently started Empowering Youth to Wellness Program which runs bi-weekly group sessions and bi-weekly Elder sessions. Youth that attend will focus on their Health and Well Being. I recently chaperoned the Youth Empowerment camp Aug 11-15.

Youth quotes:

'It was fun and I learned a lot about myself and my cultures teachings. It was nice meeting kids from other communities and I'm glad I went.' J

'the camp was awesome. really connected in the way I was hoping to. the chaperones were fun and supportive. I hope there are camps just like this in the future.' K

Children's Circle of Care Helper

Shekoli,

My name is Miranda Dockstater. I am Bear clan from Oneida Nation of the Thames. I grew up on Chippewas of the Thames First Nation territory and I am a registered Chippewa Band member. I just started working with Mnaasged this past May. I am hired as a Children's Circle of Care Helper. I have helped both the Indigenous Knowledge Helper and the Youth in Transition team members as well. In my role as a Child Circle of Care Helper is to help build the capacity of the program by fostering relationship with outside resources and communities. I attend workshops and community events to become more aware of what needs to take place before designation. I hope to bring my knowledge and experience to the Mnaasged team and support our communities in having their own Child Welfare Agency. With the Indigenous Knowledge Helper, I have assisted with planning and preparing for the Elders Conference that Mnaasged is organizing in partnership with ANCFSAO for September 2019. I also have helped the Youth in Transition Helpers with the land-based camp they held just outside Wikwemikong First Nation at Black Rock Resort. The youth that attended the camp had a wonderful experience, so did I. The hope is to have more land-based camps soon. I have been here a short time; however, I hope for it to be for a long time. I am now just recognizing the gifts creator has given me. I am also establishing my footing. I can't wait to witness the experiences that are yet to come and to share both my gifts and knowledge with all I work with.

Yaw^ko

Miranda Dockstater

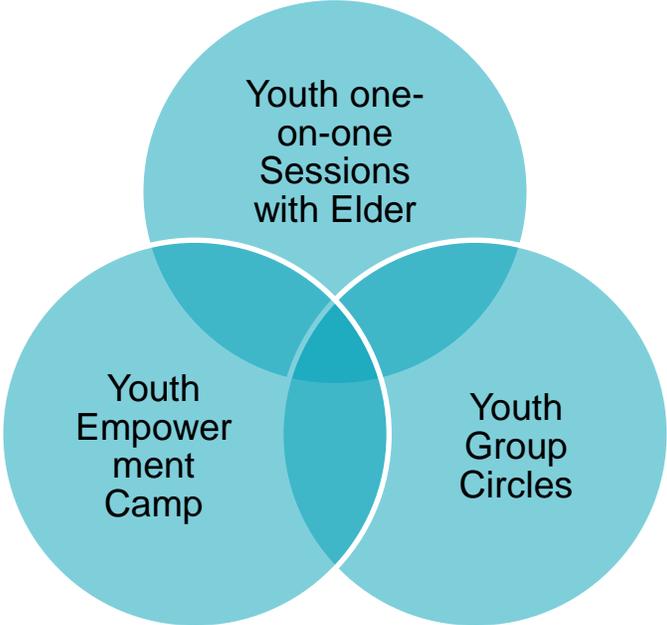
Highlights from our team's year include:

- Received a grant of \$12500.00 on July 13, 2018 to deliver Back to the Land Program Aug 2018- Feb 2019; included creation story teachings, corn husk doll making, men & women's teachings, lacrosse making, beading and Lunaapeew language classes.
- Policy Development included; working with Pat Lake, Policy Specialist, board presentation of the policy in May 2019 with the board approving the Children's Circle of Care Policy and the Child Protection Policies.
- Jacqueline and Candice both graduated from FNTI & Ryerson University's Bachelor of Social Work Program on June 17, 2019.
- We submitted a proposal and were successful in receiving \$25,000.00 from the Children's Aid Foundation in July to deliver a Youth Mental Health Program for 12-24 yr. 19 youth attended from Chippewa, Oneida, and Munsee. This program also offers one-on-one support and group support to assist youth with mental health challenges.

BACK TO THE LAND PROGRAM PHOTOS AUG 2018-FEB 2019



YOUTH MENTAL HEALTH PROGRAM MODEL



YOUTH EMPOWERMENT CAMP AUG 11-15







**Alternative Care Report
Capacity Development Support
Joyce George**

September 2019

I was re-employment at Mnaasged on Nov 26, 2018, after being away for over a year and a half. Previously to this, I was with Mnaasged since it began in 2006.

Alternative Care Policies & Procedures: My main objective at Mnaasged, is to work on the Alternative Care (AC) policies, in preparation for foster-care licensing. I completed the revisions of the AC policy in Dec 2018. I also assisted with collecting the relevant AC forms that are required for this program.

Special Event Planner: In addition to these duties, I was delegated to plan a special event to re-unite our member Chiefs and Councils to work with Mnaasged, to implement our Indigenous Child Welfare agency. This special event was held on Feb 15, 2019, at the Best Western Inn, in London, Ontario.

I believe the event was successful in bringing our member Nations together to discuss and be informed. In looking at our northern Indigenous Child Welfare Agencies, I believe Mnaasged will also be successful in providing our Indigenous children and families with services to respect their dignity and to preserve their cultural way of life by providing them the opportunity to stay in safe homes with relatives or community members, until their parents are able to care for them again. **Our Indigenous children have every right to have that 'sense of belonging' even though their families are going through struggles.**

Workshops attended: Jordan's Principle; and OARTY Conference (Ont. Assoc. Residences Treating Youth).

Training received (In office; CAS; and Online):

- New computerized Time Sheet process;
- Child, Youth & Family Services Act – Legislation & Regulations;
- Understanding Human Rights;
- Information and Communications Standard Training;
- Employment Standard Training;
- Customer Service Awareness Training;
- Life Book for Children in Care;
- Human Trafficking prevention;
- Trauma.

Meeting the Ministry: In addition, I've had the opportunity to meet with Sandi Sole-Turner, Ministry of Children, Community and Social Services, in regard to applying for Mnaasged's Alternative Care (foster) license.

Policy Reviews: Meetings with Capacity Development Team, to review and revise, relevant policies with Melissa Patriquin, and Pat Lake, Policy Consultant.

South Western Zone Indigenous Liaison Committee (SWZILC): Bi-monthly meetings are held with CAS delegates to discuss harmonizing services between agencies in working with First Nation communities. Meetings are hosted by Chatham CAS.

Indigenous Knowledge Coordinator:

The past 7 months have proven to be an excellent opportunity to channel my skills, expertise and knowledge into a meaningful application that exemplifies how we as an organization are not just another CAS. Through collaboration and discussions with Mnaasged Board, Administration, Staff, the Elders Council, and Community members, we have built a viable framework and protocols document for the integration of our core ancestral Indigenous Knowledge systems into all aspects of Mnaasged. Research is key and essential for bringing this about, as this required a systematic literature review of Indigenous Knowledge best practice systems and therapeutic healing modalities; and a complete analysis and review of Mnaasged past policies & documentation surrounding Indigenous Knowledge. We have been able to come up with a Draft document titled *Indigenous Knowledge Policy and Protocols*. This document demonstrates collaboration and development that provides a beacon, moving the acceptance, and application of Indigenous knowledge systems ahead one more step.

The past 7 months have been a pleasure to work with our Elders Council, as they are the embodiment of who we are in this modern world. Through numerous discussions we recognize and place our Children as the primary focus, and at the same time, we recognize we must also assist the parents with the many challenges of families today. It is incumbent upon us to build in best practices to combat the effects of epigenetic trauma, identity loss, and substance addictions into meaningful programs and services that assist the whole family.

Nicholas Deleary



Mnaasged Child and Family Services

Information Technology

AGA 2019 Update

Server installation – Spring 2019

- Server installation began in April of this year. Our Mnaasged server hosts our file sharing drives for staff members, as well as our VSI Matrix Case Management system and database, which will be utilized mostly for our Alternative Care program.

Security System and Door Access – Spring 2019

- Our security system for the offices located at 311 Jubilee Road was given a complete overhaul. We now have a functioning security system for all three Mnaasged offices. Door access was also installed, requiring codes or fobs to enter the ground floor offices.

VSI Matrix Case Management System – Spring 2019

- Our kick-off meeting with VSI to begin the installation of our Matrix Case Management system was in April of this year. The target date for implementation is set for Fall. The goal is to have the system tested and ready to collect client data for our Alternative Care program.

ANCFSAO Alternative to CPIN discussions – Ongoing

- There have been multiple meetings since October 2018 hosted by ANCFSAO regarding an alternative to the Ministry's CPIN system. Multiple vendors have presented their systems to the group, such as IBM, Redmane and VSI Matrix. The goal of the discussions is to decide as a collective how to implement our own system that follows the OCAP principles for collection of indigenous data.

Office network/security upgrades – September 2019

- Our office network was upgraded with the latest equipment (switches, firewall, etc.) to allow for better security and functionality for our staff and data.

Setup of office space for new staff – ongoing Office space was created for new staff. Laptop workstations were purchased and setup by Mnaasged IT.



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BDO Canada LLP
633 Colborne Street
London, Ontario
N6B 2V3

June 27, 2019

Mnaasged Child and Family services
311 Jubilee Road,
Muncey Ontario N0L 1Y0

Dear Mr. George

During the course of our audit of the financial statements of Mnaasged Child and Family services for the year ended March 31, 2019, we identified matters which may be of interest to management. The objective of an audit is to obtain reasonable assurance whether the financial statements are free of any material misstatement and it is not designed to identify matters that may be of interest to management in discharging its responsibilities. Accordingly an audit would not usually identify all such matters.

The responsibility for producing financial statements and ensuring adequate internal controls and sound business practices is the responsibility of the Board of Directors through management and is a part of management's overall responsibility for the ongoing activities of the company. Policies and procedures developed by the company to safeguard its assets and to provide reasonable assurance that errors and irregularities or illegal acts are promptly identified, must be properly monitored to ensure that all staff are complying with the guidelines provided. Where we determined, from our testing, that there exists a need for improvement in existing systems of internal control or if we detected that the company's staff are not complying with the critical accounting policies and procedures provided by management, we increased our year-end testing of account balances to ensure that audit risk was kept to an appropriately low level.

The comments and concerns expressed herein did not have a material effect on the company's financial statements and, as such, our opinion thereon was without reservation. However, in order for the company to ensure the safeguarding of its assets and the accuracy of its records, we believe our comments and concerns should be taken into consideration by management. Our comments are not intended to reflect upon the honesty or competence of the company's employees.

The matters we have identified are discussed in Appendix 1.

This communication is prepared solely for the information of management and is not intended for any other purposes. We accept no responsibility to a third party who uses this communication.

We shall be pleased to discuss with you further any matters mentioned in this report at your convenience.

Page 1 of 3

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.



Yours truly,

A handwritten signature in black ink, appearing to read "P. Scott McKay". The signature is written in a cursive style with a prominent flourish at the end.

P. Scott McKay CPA, CA
Partner through a corporation
BDO Canada LLP
Chartered Professional Accountants, Licensed Public Accountants



Appendix 1

DEFERRED REVENUE ADJUSTMENTS

During the audit, late entries were required, particularly regarding to deferred revenue and the related expenses.

The funding arrangements are complex and expenses are sometimes time sensitive whether funding is allowed to apply for a specific expense. It also increases the required time on the audit.

We recommend that you consider reviewing these programs expenses in March to ensure any adjustments are recorded, and that funding is being used to cover the intended expenses.

**Mnaasged Child and Family Services
Financial Statements
For the Year Ended March 31, 2019**

Mnaasged Child and Family Services
Financial Statements
For the Year Ended March 31, 2019

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Independent Auditor's Report

To the members of Mnaasged Child and Family Services

Opinion

We have audited the financial statements of Mnaasged Child and Family Services the Organization, which comprise the statement of financial position as at March 31, 2019, the statements of revenue and expenses, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and its financial performance and cash flows for the year then ended in accordance with the financial reporting provisions prescribed by the Ministry of Children, Community and Social Services as described in Note 1.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial statements which describes the basis of accounting. The financial statements are prepared to assist Mnaasged Child and Family Services to comply with the financial reporting requirements of the Ministry of Children, Community and Social Services. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the financial reporting provisions prescribed by the Ministry of Children, Community and Social Services, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either

1



deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

London, Ontario
June 27, 2019

**Mnaasged Child and Family Services
Statement of Financial Position**

March 31	2019	2018
Assets		
Current		
Cash	\$ 516,142	\$ 567,913
Accounts receivable	13,507	24,992
Prepaid expenses	23,411	14,574
	\$ 553,060	\$ 607,479
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 168,915	\$ 429,276
Deferred revenue	151,294	75,000
	320,209	504,276
Net Assets		
Net Assets restricted for building	72,385	72,129
Unrestricted	160,466	31,074
	232,851	103,203
	\$ 553,060	\$ 607,479



 Signature

Aug. 19/19

 Date



 Signature

Aug. 19/19

 Date

**Mnaaged Child and Family Services
Statement of Changes in Net Assets**

For the year ended March 31	Building (Note 4)	Unrestricted	2019 Total	2018 Total
Balance, beginning of the year	\$ 72,129	\$ 31,074	\$ 103,203	\$ 86,227
Excess of revenues over expenses	256	129,392	129,648	16,976
Balance, end of the year	\$ 72,385	\$ 160,466	\$ 232,851	\$ 103,203

The accompanying notes are an integral part of these financial statements.

**Mnaasged Child and Family Services
Statement of Revenue and Expenses**

For the year ended March 31	2019 Budget (unaudited)	2019 Total	2018 Total
Revenue			
Ministry of Children, Community and Social Services	\$ 1,429,472	\$ 1,429,472	\$ 2,669,619
Miscellaneous (Note 5)	18,982	25,071	62,040
Needs Assessment	-	-	25,000
Children's Aid Foundation of Canada	12,500	12,075	-
Chippewas of the Thames	6,983	6,983	-
Indigenous Services Canada	530,766	379,906	-
The Association of Native Child and Family Services Agencies	75,000	75,000	-
London Family Court Clinic	2,936	2,936	-
Interest income	-	256	-
	<u>2,076,639</u>	<u>1,931,699</u>	<u>2,756,659</u>
Expenses			
Prevention and administration (Schedule 1)	473,890	473,890	1,571,137
Capacity development (Schedule 2)	892,042	904,974	1,078,024
Youth in transition worker (Schedule 3)	75,000	75,082	75,000
Mental health and addictions training (Schedule 4)	7,511	7,511	7,522
Elders council training (Schedule 5)	2,936	2,936	-
Needs assessment priorities (Schedule 6)	-	-	8,000
Children's Aid Foundation of Canada (Schedule 7)	12,500	12,075	-
Culturally Based Programs (Schedule 8)	75,000	75,000	-
Canadian Human Rights Tribunal - (Schedule 9)	128,491	232,450	-
Trainee - Custodian (Schedule 10)	18,125	18,133	-
	<u>1,685,495</u>	<u>1,802,051</u>	<u>2,739,683</u>
Excess of revenues over expenses	\$ 391,144	\$ 129,648	\$ 16,976

The accompanying notes are an integral part of these financial statements.

**Mnaasged Child and Family Services
Statement of Cash Flows**

For the year ended March 31	2019	2018
Cash flows from operating activities		
Excess of revenues over expenses	\$ 129,648	\$ 16,976
Changes in non-cash working capital:		
Accounts receivable	11,485	285,301
Prepaid expenses	(8,837)	(1,760)
Accounts payable and accrued liabilities	(260,361)	189,688
Deferred contributions	76,294	75,000
	(51,771)	565,205
Net (decrease) increase in cash	(51,771)	565,205
Cash, beginning of the year	567,913	2,708
Cash, end of the year	\$ 516,142	\$ 567,913

The accompanying notes are an integral part of these financial statements.

Mnaasged Child and Family Services Notes to Financial Statements

March 31, 2019

1. Significant Accounting Policies

Statutes of Incorporation and Nature of Activities	<p>Mnaasged Child and Family Services (the Organization) is a registered charity, incorporated without share capital under the laws of Ontario and is engaged in the operation of child and family services for Aboriginal communities in Southwestern Ontario.</p> <p>Mnaasged Child and Family Services has been granted tax exempt status as a registered charity and is classified as a charitable organization under Sections 149 and 149.1 of the Income Tax Act, Canada. The Organization is in compliance with its disbursement quota requirement as set by the Canada Revenue Agency.</p>
Basis of Accounting	<p>These financial statements have been prepared in accordance with the significant accounting policies set out below to comply with the reporting requirements of the Ministry of Children, Community and Social Services. The Organization's underlying financial reporting framework is Canadian public sector accounting standards for not-for-profit organizations (PSAB for NPOs). The basis of accounting used in these financial statements materially differs from PSAB for NPOs because termination and unused vacation benefits are not recorded as a liability of the Organization but rather expensed as incurred. Capital assets are also expensed as incurred.</p>
Revenue Recognition	<p>The Mnaasged Child and Family Services follows the deferral method of accounting for contributions, which include donations and government funding.</p> <p>Revenue is recognized as it becomes receivable under the terms of applicable funding agreements and when collection is reasonably assured.</p>
Internally restricted	<p>The internally restricted fund reports the designated assets, as established by the board, which require a board motion to release any portion of these funds for expenditure.</p>
Management estimates	<p>The preparation of financial statements in accordance with the reporting requirements of the Ministry of Children, Community and Social Services requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expense during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported as revenue or expense in the period in which they became known.</p>

**Mnaasged Child and Family Services
Notes to Financial Statements**

March 31, 2019

1. Significant Accounting Policies (continued)

Contributed Services	Volunteers contribute many hours per year to assist the Mnaasged Child and Family Services in carrying out its activities. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.
Budget Numbers	The budget numbers have been prepared by management and are not audited.
Pension Plan	The Organization provides a defined contribution pension plan for its employees. The pension costs are charged to operations as contributions are due. Contributions are a defined amount based on a set percentage of salary.

Mnaasged Child and Family Services Notes to Financial Statements

March 31, 2019

2. Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, equities traded in an active market and derivatives are reported at fair value, with any change in fair value reported in income. All other financial instruments are reported at cost or amortized cost less impairments, if applicable. Financial assets are tested for impairment when changed in circumstances indicate the asset may be impaired. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed for those items remeasured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost.

Carrying amounts are equal to cost or amortized cost for all financial assets and financial liabilities in the year.

The Organization has a comprehensive risk management framework to monitor, evaluate and manage the principal risks assumed with financial instruments. The risks that arise from transacting financial instruments include credit risk and liquidity risk.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Mnaasged Child and Family Services is exposed to credit risk arising from its accounts receivable. The majority of the Organization's receivables are from government sources and the organization works to ensure they meet all eligibility criteria in order to qualify to receive the funding.

Liquidity risk

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they fall due. The Organization has a planning and budgeting process in place to help determine the funds required to support the Organization's normal operating requirements on an ongoing basis. The Organization ensures that there are sufficient funds to meet its short-term requirements, taking into account its anticipated cash flows from operations and its holdings of cash and cash equivalents.

3. CONTINGENT LIABILITY

The Organization has been named defendant in a legal action by a former employee. The outcome and the amount of losses, if any, are not determinable at this time and accordingly, no provision for losses has been made in the financial statements.

4. INTERNALLY RESTRICTED FUND

During the year, the Board of Directors internally restricted \$NIL (2018- NIL) for the future purchase of a building.

**Mnaasged Child and Family Services
Notes to Financial Statements**

March 31, 2019

5. MISCELLANEOUS REVENUE

	2019	2018
Administration fee	\$ 1,453	\$ 7,334
Bank interest	2,647	3,713
Harmonized sales tax rebate	20,971	50,993
	\$ 25,071	\$ 62,040

6. PENSION PLANS

The Organization contributes to a defined contribution pension plan for the benefit of the Organization's employees. The expense for the year was \$18,201 (2018 - \$76,281).

7. COMMITMENTS

The Organization has entered into a long-term rental arrangement for the premises until October 2021.

Future minimum payments under these agreements over the next three years are as follows:

2020	\$	105,600
2021		105,600
2022		61,600
	\$	272,800

8. ECONOMIC DEPENDENCE

The Organization received 74% of its total revenue for the year ended March 31, 2019 (2018 - 98%) from the Ministry of Children, Community and Social Services. Without this support, the organization would not be able to continue as a going concern.

9. ADDITIONAL INFORMATION

The Organization's positions and salary ranges are as follows:

Position (number of employees)	Salary Range
Manager (3)	\$41,500 - \$95,000
Capacity developer (6)	\$36,800 - \$75,000
Administrative and clerical (3)	\$21,200 - \$56,350

**Mnaasged Child and Family Services
Notes to Financial Statements**

March 31, 2019

10. CLASSIFICATION OF EXPENSES BY OBJECT (TYPE OF EXPENSE)

The statement of revenue and expenses presents the expenses by function. The following classifies the same expenses by object.

	<u>2019</u>	<u>2018</u>
Administration	\$ 64,095	\$ 76,958
Advertising and promotion	31,917	9,278
Board, consultation and meetings	12,612	24,524
Communications	45,336	81,117
Community engagement sessions	450	3,059
Facilitators	4,843	9,644
Insurance	30,745	16,415
Maintenance	1,800	907
Memberships	91,042	6,500
Office expenses	85,180	39,822
Professional fees	174,156	284,108
Program fees	37,529	58,372
Rental	99,600	158,321
Repayment to Ministry	-	5,042
Salaries and benefits	1,040,047	1,739,372
Secondment	-	31,760
Training	43,763	100,567
Travel expenses	29,591	77,450
Utilities	9,345	16,467
	<u>\$ 1,802,051</u>	<u>\$ 2,739,683</u>

11. BANK INDEBTEDNESS

The Organization has a line of credit, which bears interest at prime plus 2.125%, has a limit of \$100,000 and is secured by a general security agreement. The outstanding balance is \$NIL as at March 31, 2019 (2018 - \$NIL).
