

# Annual Report

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2016/2017

Sandy Bay  
Child & Family Services Inc.  
Box 105 Marius, MB  
R0H 0T0

Sandy Bay (204) 843-2687  
Winnipeg (204) 336-3440  
Portage (204) 856-2030  
Brandon (204) 571-2090 (WRCFS)

# **SANDY BAY CHILD AND FAMILY SERVICES INC.**

## **Annual Report 2016 / 2017**

### **TABLE OF CONTENTS**

1. BOARD OF DIRECTORS.....	2
2. STAFF LISTING .....	3
3. ORGANIZATIONAL CHART.....	5
4. ORGANIZATIONAL HISTORY.....	6
5. MISSION STATEMENT.....	7
6. PROGRAM DESCRIPTIONS.....	8
Agency Administration .....	8
Alternative (Foster) Care .....	10
Child Protection (Abuse) Services .....	13
Children in Care & Family Services .....	20
Intake/After-Hours .....	23
Family Enhancement (Differential Response).....	26
Expectant & Minor Parent Services .....	29
7. STATISTICS .....	31

## **Board of Directors**

Diana Beaulieu	Chairperson
Denis Roulette	Board Member
Marlyn Bennett	Board Member
Elizabeth Aitkens	Board Member
Ernest R. Roulette	Board Member

## Staff Listing as at March 31, 2017

### Sandy Bay Office

**Box 105, Marius, Manitoba, R0H 0T0**

**Phone: 1-866-235-6968 or (204) 843-2687**

**Facsimile: (204) 843-2696**

Richard De La Ronde	Executive Director
Tanya Aitkens-Beaulieu	Director of Operations
Elissa Roulette	Executive Assistant
Katie McIvor	File Clerk/Statistician
Jaclyn Starr	Intake/Admin Support
Valine Demach	CFSIS/File Clerk
Sherry Spence	Receptionist
Brenda Spence	Chief Financial Officer
Janice Roulette	Finance Clerk
Jessica Levasseur	Maintenance Clerk
Brenna Sanderson	Maintenance Clerk
Myrna Beaulieu	Finance Officer
Delores Roulette	CFS Supervisor
Emilie Ames	CFS Worker
Arnold Spence	CFS Worker
Stephanie Strong	CFS Worker
Roger Roulette	CFS Worker
Serita Richard	Intake Worker
Shania Beaulieu	Case Aide
Sara Yager	Abuse Coordinator
Tammy Coyne	Family Enhancement Worker
Ida Mae Pangman	Family Enhancement Worker
Annie Beaulieu	Family Enhancement Worker
Russell Beaulieu Jr.	Alternative Care Worker
Sandra McIvor	Alternative Care Worker
Carol Roulette	Alternative Care/Operations Assistant

### Brandon Office

Workers are situated out of WRCFS Office

**1239 Princess Avenue Brandon, MB R7A 0R2**

**Phone: (204) 571-2090**

**Facsimile: (204) 571-2099**

Roberta Riglin	Family Enhancement Supervisor – SB/PTG
Cheyenne Bone	CFS Worker

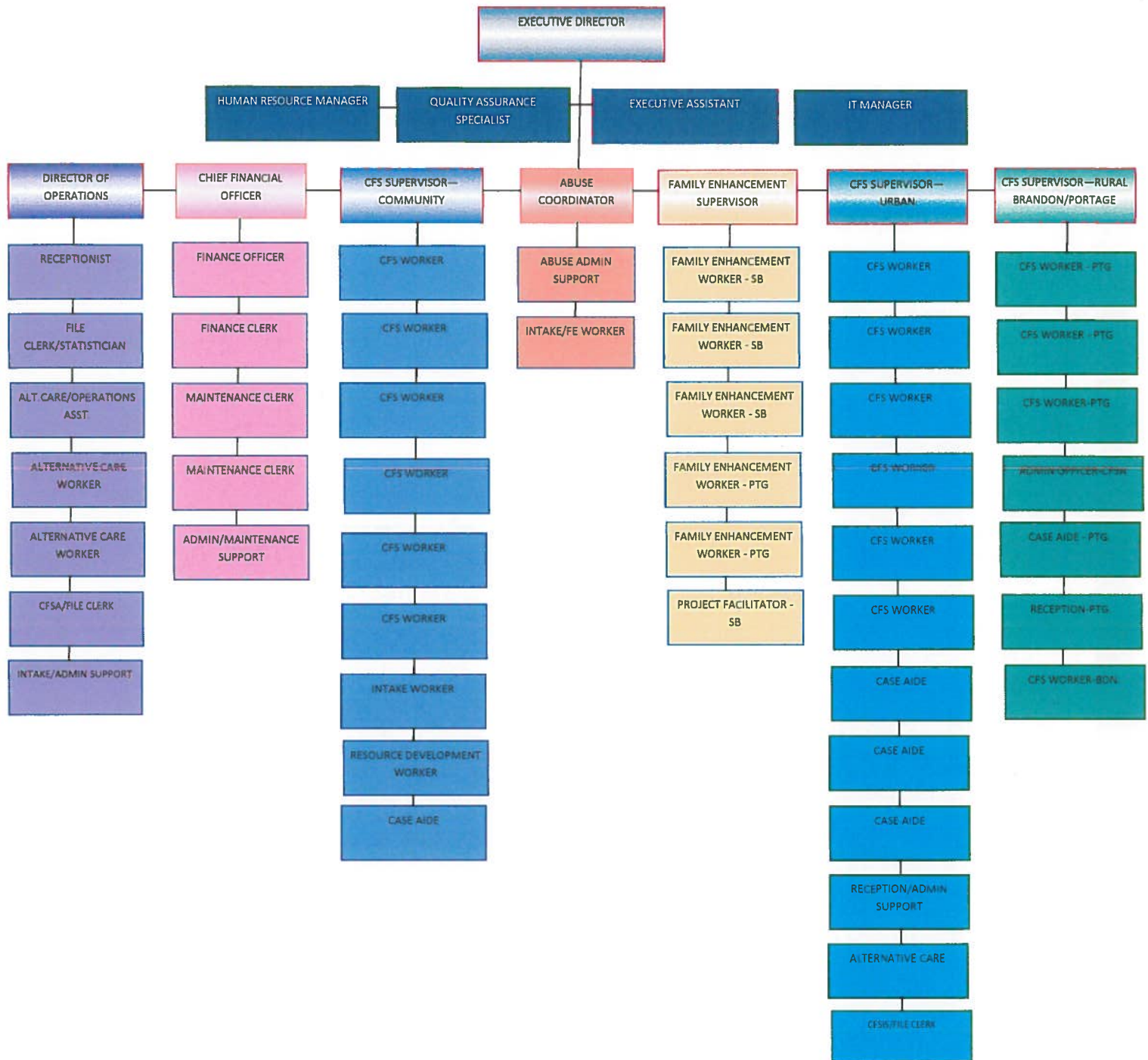
**Winnipeg Office****1721 Main Street Winnipeg, MB R2V 1Z4****Phone: 1-888-336-3440 or (204) 336-3440****Facsimile: (204) 336-3444**

Elana Baseraba	CFS Supervisor
Tricia Edgeworth	CFS Worker
Melody Chateauneuf	CFS Worker
Marlene Moore	CFS Worker
Richard Zolondek	CFS Worker
Julie Williams	CFS Worker
Jennifer Ross	CFS Worker
Donald K. Smith	Alternative Care Worker
Terry-Lee Bailey	Case Aide
Blayse Moore	Case Aide
Lauren Macdonald	Case Aide
Rayne De La Ronde	Project Facilitator
Justin Richard	IT Manager
Tammy Keller	Abuse Administrative Assistant
Jenelyn Zaballero	Reception/Admin Support
Charites Mangaron	CFSIS/File Clerk

**Portage Office****32 Tupper Street North, Portage la Prairie, MB R1N 1W8****Phone: (204) 856-2030****Facsimile: (204) 856-2039**

Shannon Pelletier	CFS Supervisor
Laura McGowan	CFS Worker
Kailey Taylor	CFS Worker
Maxine Jean-Paul	CFS Worker
Jodi Sigurdson	Family Enhancement Worker
Ashlee Thorsteinson	Family Enhancement Worker
Gail Rice	Case Aide
Nicole LaFleche	Human Resources Manager
Angel Ames	Receptionist

## Organizational Chart as at March 31, 2017



## Organizational History

1981

- DOCFS acquired mandate to provide child and family services, Sandy Bay was included under this mandate

1996

- Sub-agreement signed with DOCFS for provision of services to community of Sandy Bay

1999

- Letter of Intent for mandate to Manitoba Family Services & Housing – declines

2001

- Letter of intent for mandate to Manitoba Family Services & Housing – accepted

2001

- Incorporation of SBCFS Inc. Board of Directors

2004

- Request for Pre-Assessment to Southern Authority for mandate.

2005

- Pre-assessment review completed; interim working board established.

2006

- Work plan developed and review areas addressed (Governance, Service Delivery, Practice Standards, Agency Administration, Human Resources, Communication, Infrastructure).

2007

- Final mandate review completed.

2007

- *Agency Mandates Regulation* signed by minister of family services and housing, Gord Mackintosh on Aug.20/07.

2007

- Mandate celebration Aug 21/07.

2007

- Mandate effective Sept.1/07. Provincial mandate. New offices opened in Winnipeg and Portage la Prairie.

2009

- Acquisition of service agreement to provide services to Dakota Plains Wahpeton Nation. New offices opened in Dakota Plains and Brandon effective Aug.1/09.

2012

- Dakota Plains service agreement renewal completed for additional 3 years

2012

- Portage la Prairie office moved to new location (32 Tupper Street North)

2013

- Acquisition of property in Swan River for cultural & ceremonial purposes - Shawendasaawin

2015

- Transfer process initiated for Dakota Ojibway Child & Family Services to resume child welfare services to Dakota Plains Wahpeton Nation. Process pending finalization in April 2015. Completed April 15, 2015.

2016

- SBCFS Brandon Office closed April 2016. CFS Services operating with shared office space at West Region CFS

- **SBCFS MISSION STATEMENT**



•.....•

***PROTECTING CHILDREN***

***STRENGTHENING FAMILIES***

***PRESERVING CULTURE***

•.....•



Sandy Bay Child & Family Services is committed to maintaining and strengthening the family, ensuring the safety and protection of the children and preserving the culture.

**MISSION GOALS AND OBJECTIVES**

TO MAINTAIN THE CHILD AND FAMILY SERVICES MANDATE —As a mandated agency Sandy Bay Child & Family Services strives to provide an effective service to the families and children of Sandy Bay First Nation, both on and off reserve, in accordance with the *Child & Family Services Act of Manitoba*.

TO DELIVER A CHILD AND FAMILY SERVICES PROGRAM— that is community based, designed and oriented, while still offering a wide range of services required by provincial legislation, including:

- Family Preservation & Family Reunification Initiatives;
- Community Based Prevention Programs;
- Youth Empowerment & Crime Prevention Initiatives
- Building Healthy Families & a Healthy Community



## **AGENCY ADMINISTRATION**

### **PROGRAM DESCRIPTION**

Sandy Bay Child & Family Services is operated administratively by a staff which includes the Executive Director, Director of Operations, Executive Assistant, Receptionist, File Clerk/Statistician, Human Resources Manager, Chief Financial Officer and Financial Officers. Each position offers a number of administrative tasks to assist the agency in its daily and long-term operational functions.

The Operations Department is primarily responsible for the following areas of administration:

- Administration
- Human Resources
- Finances

### **ADMINISTRATION**

In administration a number of areas are monitored and operational systems have been developed in each area. In order to facilitate organization of the agency, a number of independent filing systems have been developed including administrative, personnel, child and family services, financial and form filing. Financial filing is divided into two departments to cover the operations and maintenance areas.

A number of forms are available for each department based on the service needs. A majority of the forms are maintained centrally by the receptionist, while the high need forms have been developed into templates for the computer and are available to staff on the shared network drive.

### **HUMAN RESOURCES**

Human resources are monitored and managed through the Executive Director, Director of Operations, Human Resources Manager and CFS Supervisors. Administratively, the tasks are managed by the Executive Director and the Director of Operations.

An independent filing system has been developed for the personnel filing of each staff member hired by the agency. Files are securely locked daily and are kept by the Director of Operations and Human Resources Manager and are only available as per agency policy and procedures. Administrative forms and documents are available and are kept centrally by the receptionist; however, all personnel documentation or computerized letters are kept privately on the system of the Director of Operations and Human Resources Manager.

Recruitment and hiring is completed primarily based on service demands and budget availability. Job postings are circulated in the community and most often, are also distributed to Southern CFS and other related agencies. Hiring is completed by the job interview process. All individuals selected for hire are required to complete a criminal record check (CPIC), child abuse registry check (CAR)

and a prior contact check (PCC) and any other applicable forms for that position (i.e. CFSIS setup/commissioner of oaths, etc.). Once employed, new staff are provided with the following:

- Personnel Policy & Procedures Manual,
- Orientation/setup on computer system,
- Orientation session,
- Assigned a mentor, depending on experience with position,
- Evaluated prior to the completion of their six month probationary period.

## **FINANCES**

The operations finance department is managed by the Chief Financial Officer and is responsible for all operations, accounts payable, accounts receivable and payroll administration. The maintenance finance department is managed by a Finance Officer and is responsible for all finances related to children in care maintenance, maintenance accounts payable/receivable, and foster parent payments. All disbursements/payments made for each department are to be authorized by the Executive Director and must be signed off by the Executive Director and/or the Chairperson of the Board of Directors.

Signing authority of cheques is restricted to the Executive Director (primary), Board of Directors (primary), Director of Operations (secondary), a Finance Officer, and the Chief Financial Officer (secondary). All cheques are to be signed by one primary signer and one secondary signer only. The signing authority for purchase orders is restricted to the Executive Director, Director of Operations, Executive Assistant, select Finance Officers and the Chief Financial Officer. Purchase order books are held only by the Director of Operations, Executive Assistant, Finance Officers and the Chief Financial Officer.

## **CONCLUSION**

The proper management and operation of the agency administration department is integral to the successful function of the agency, as is each department. Each member of the operations team functions for the betterment of the agency as a whole and serves to continually improve the quality of service provided.

## **ALTERNATIVE CARE (FOSTER) SERVICES**

### **PROGRAM DESCRIPTION**

Sandy Bay Child & Family Services has a responsibility to ensure that all children placed in foster care are provided with a safe and loving environment, which meets the child's emotional, mental, physical, educational, social, cultural and spiritual needs.

The Agency encourages placement with extended family but where that is not possible will make every effort to place within their home community or with a First Nation family.

Sandy Bay Child & Family Services has the mandate for the development, utilization, maintenance and overall coordination of the foster care/alternative care program within its administrative structure. The *Child and Family Services Act* defines a foster home as:

“a home other than the home of a parent or guardian of a child, where not more than four children who are not siblings are placed by an agency for care and supervision but not for the purposes of adoption.”

Foster homes are licensed under the *Foster Homes Licensing Regulation (Regulation 18/99)*.

The purpose of the foster care program is to protect children and strengthen the family. A foster family provides the child with the stability of an alternative family that is seen as complementary to the child's biological parents, rather than as a substitute family. This view of the foster family is an extension to the biological family, rather than a replacement and will reduce conflict between the foster parents and biological parents. Their role is to assist the child and his/her family with reunification, if that is the plan. The length of time each child remains in care is determined by the needs of the child and his/her family situation.

The Agency has also developed a network of contacts with alternative care facilities in the area, the City of Winnipeg and within the Province of Manitoba. The licensed facilities are accessed through the Child Protection and Support Branch and provide a range of placements for children in need of a higher level of care. Their facilities include group homes and child care institutions (Knowles Center, Marymound Inc., Macdonald Youth Services and New Directions).

### **PLACE OF SAFETY**

The *Act* defines a place of safety as any place used for the emergency temporary care and protection of a child as may be required under the *Act*.

Under clause 4(2) of the *Act*, the Director may designate in writing a place or type of places as a place of safety. The *Act* does not list specific types of places of safety except in subsection 22(2) which states where a child who is apprehended is a patient in a hospital, the hospital is a place of safety.

Section 2 of the *Foster Home Licensing Regulations* (Regulation 18/99) applies if a home is used for four or more days a month on a regular monthly basis, or for 15 or more consecutive days in any year.

## **PROGRAM OBJECTIVES**

Foster family care is appropriate for a child who is:

- In need of a family based program;
- Not at risk of acting out that could put the foster family at risk;
- In care for the first time, or who has had extensive group treatment;
- In a large family of children whose individual needs would be best served by remaining together;
- Preschool children;
- Emotionally disturbed or physically disabled but is ready for discharge from residential care, can live with a family in the community with special help, and has experiences geared to his/her readiness;
- In need of specialized medical or physical care.

## **PROCEDURES**

Foster family services provide a substitute family for a planned period of time for a child who has to be separated from his/her natural or legal parents. This service also includes social work and other intervention services needed by the child, his/her parents, and the foster parents.

Foster family services provide a combination of care for the child and family who need placement, plus services and resources to the child, family, and foster family. These services offer opportunities for the health development of the child in accordance with the Act.

It is important this resource is used for the child who can benefit most from a family environment. Other forms of placement may be preferable for the child who has extreme needs which a foster family could not meet.

Placing a child in a foster family affects not only the child but the entire foster family. Each person in that family is considered for each placement and discharge.

## **RECRUITMENT**

The Agency responds to enquiries from prospective foster parents **within five working days** and provides information on the orientation and application processes.

## **FOSTER PARENT EDUCATION**

A foster parent applicant receives an orientation as part of the approval process and any ongoing and specialized training to meet the needs of an individual child. An agency provides an opportunity for

an applicant to receive an orientation **within three months** of contacting the agency unless the agency has advised the applicant it will not approve the application.

## **LICENSING REQUIREMENTS**

The Agency has certain requirements they must meet in order to ensure the child is in a safe and secure environment. There are two types of licencing processes:

1. General Foster Licence
  - a. Complete an Application Form
  - b. Criminal Record Check on all adults living in the home
  - c. Child Abuse Registry Check on all adults living in the home
  - d. Prior Contact Check with all Child and Family Services Agencies for all adults residing in the home
  - e. Medical checks for all applicants
  - f. Physical Requirements Checklist
  - g. Four written references
  - h. Completed and approved Foster Home Study
2. Kinship Care Licence
  - a. Complete an Application Form
  - b. Criminal Record Check on all adults living in the home
  - c. Child Abuse Registry Check on all adults living in the home
  - d. Prior Contact Check with all Child and Family Services Agencies for all adults residing in the home
  - e. Declaration of Health & Fitness for all applicants
  - f. Physical Requirements Checklist
  - g. Four written references
  - h. Completed and approved Kinship Family Profile

Kinship Care is the full time care, nurturing and protection of children by relatives, members of their tribes or clans, godparents, stepparents, or any adult who has kinship with a child. This definition is designed to be inclusive and respectful of cultural values and ties of affection. It allows a child to grow to adulthood in a family environment. (The Child Welfare League of America, October 2007)

## **FINANCIAL SUPPORT**

Foster parents receive a daily allowance to assist in caring for the child. SBCFS follows the Provincial Chart of Accounts which details what is covered in the daily rate.

## **CHILD PROTECTION (ABUSE) SERVICES**

### **PROGRAM DESCRIPTION**

The abuse intake units provide an intake, investigation and assessment function on all new abuse cases being referred to the Agency.

The mandate of the program was that the creation of abuse units would ensure that investigations would be completed by specifically trained abuse workers that would result in efficient, well conducted investigation, assessments and treatment plans, which then would result in the required quality control and standardization of approach to investigating allegations of abuse.

Other positive aspects that were considered in the development of the child abuse unit, was a recognition that training needs could be contained to a limited amount of social workers, thereby allowing training to become more focused and specialized; that presentation at the Child Abuse Committee would be handed by a smaller number of people, thereby ensuring that social workers had a solid working knowledge about the function and responsibilities of the Committee, and what information is relevant to the number of social workers completing abuse investigations would develop strong working relationships with the police and hospital, thereby ensuring that all investigation were in keeping with a multi-disciplinary approach.

As well as being responsible for all new abuse intake cases, the child abuse unit is responsible for investigating all allegations of abuse in foster homes, day cares and schools. As these investigations almost always involve Agency social worker and/or other outside systems, the child abuse unit's added role is to ensure that appropriate coordination of the investigation occurs. The child abuse unit does not investigate allegations against agency staff, abuse allegations against agency staff, abuse allegations in residential facilities or agency receiving or group homes, where staff are employees of the Agency. These are investigated by the Provincial Investigations Specialists.

### **PROTOCOLS FOR THE ASSIGNMENT OF WORKER TO THE CHILD ABUSE UNIT**

There is one staff person assigned to provide oversight to all child abuse referrals directed to the Agency.

### **REFERRAL PROCESS**

**ROLE OF ABUSE UNIT:** Investigations of all new reports of suspected physical or sexual abuse, including intrafamilial abuse, third party incidents, position of trust investigations (day care, school teachers, etc.) and licensed foster homes.

**DEFINITION OF "ABUSE" FROM THE *CHILD AND FAMILY SERVICES ACT*:** "abuse" means an act or omission by any person where the act or omission results in

- a) physical injury of the child
- b) sexual exploitation of the child with or without the child's consent

#### REFERRAL(S) TO ABUSE INTAKE FOR INVESTIGATION:

- Any allegation of sexual abuse/assault (including concerns re: sexualized behavior in children).
- Any allegation of physical abuse where there is a current injury and a disclosure from child.
- Suspicious death of a child.
- Where there is no disclosure, but an injury is suspicious.
- Where the injury was caused by an implement.
- Where there is a disclosure of a specific incident of physical aggression, without an injury, of such severity that an injury could have occurred, i.e. punching, slapping, shaking (dependent on the age of the child and the area of the injury).

#### GREY CASES REQUIRING FLEXIBILITY/CASES THAT COULD BE ASSESSED BY INTAKE AND/OR ABUSE INTAKE:

1. on cases where there are elements of both an abusive incident and neglect – recommend partnering of abuse intake worker and intake worker
2. situations of physical discipline rather than “abuse”
  - a. minor use of a common implement where there is no injury, no specific incident and no use of unreasonable force, i.e. infrequent spanking with a wooden spoon
  - b. use of physical discipline with/without specific incident that does not result in injury, does not cause fear or distress in child, is not severe nor intended to injure, i.e. spanking on buttocks, slap on hand, cuff on the head
3. situations involving suspected mutual altercation between adolescent and parent where there is no injury or the stated “injury” is not severe (i.e. faint grab mark or faint single bruise)
4. cases of domestic violence where there is not specific incident, nor any disclosures by children nor any recorded history of abuse concerns. If the child is a witness, but not involved, case goes to general intake.

#### SERVICES PROVISION AND ASSESSMENT – PROCEDURES FOR ABUSE INVESTIGATIONS

1. **INTERVIEW REFERRAL SOURCE**  
To be done before interviewing the child to gain as much information as possible.
2. **CHILD AGENCY PREVIOUS INVOLVEMENT**
  - a. Check CFSIS
  - b. Have unit secretary do a file check, including miscellaneous contacts
  - c. Abuse registry check on CFSIS – have designated person check
3. **BACKGROUND CHECK WITH RCMP/DOPS**  
Check regarding previous investigations involving both the child and the alleged offender. If there is a concern of violence in the home, have police check regarding past criminal involvement and domestic interventions.

4. BACKGROUND CHECK WITH THE CHILD PROTECTION CENTRE

Check previous contact with the child's family and the offender's family.

5. DETERMINE RESPONSE TIME WITH SUPERVISOR

*When* – response time determined based on safety assessment.

6. INTERVIEW VICTIM

*Where* – Child should be interviewed alone in a quiet, safe place. In interfamilial cases, this should be done away from the family home if at all possible.

*How* – Child should be interviewed alone. Exceptions could be made if the child is very young and needs the support of someone he/she knows. (Note that certain school divisions require that the child be specifically asked if/who they would like in the room). This person should be notified of the interview process beforehand and should be a silent observer only during the interview. This person should also be neutral to the proceedings.

7. ARRANGE MEDICAL APPOINTMENT

In cases of acute or visible injury, this should be done immediately, ideally through the Child Protection Centre. Private practitioners may be used to document minor physical injuries, but Child Protection Centre is preferred as they keep background information. Child Protection Centre should always be used for cases of complex physical abuse and for all cases of sexual abuse. In cases of sexual assault, Child Protection Centre should be notified immediately, but may book a future appointment at the sexual assault clinic depending on the abuse described.

8. INTERVIEW SIBLINGS

In intrafamilial abuse cases, siblings should be interviewed before parents, if possible. In all other cases, siblings should be interviewed if they have also had contact with the alleged offender. This could be done after the parents have been interviewed, but should be done before the investigation is concluded.

9. INTERVIEW PARENTS

In cases of intrafamilial abuse where the police investigation is pending or ongoing, the parents should not be interviewed without the investigating officers' consent. If an apprehension is necessary, parents must be notified of such, but are only informed that the child has been found in need of protection and an investigation is pending. (If parents are persistent, consult with unit supervisor). Parents are interviewed only when the police have completed their investigation or give their consent for the agency to proceed. There are exceptions in interviewing the non-offending parent, i.e. non-offending parent has no knowledge of the abuse, as reported by the victim, and may be supportive. All exceptions should be discussed with the police and abuse unit supervisor before



proceeding. The agency coordinator is available for consultation to the family service workers if an abuse investigation required is on an open protection family file.

#### 10. INTERVIEW OFFENDER

The offender should be interviewed only at the conclusion of the investigation. In all cases of abuse, the offender should always be interviewed unless he/she refuses. In instances where the offender is dangerous, intervention should be discussed with the unit supervisor or abuse coordinator to ensure worker safety. Where a criminal investigation has occurred, consultation with the assigned officer or Sergeant is to occur when the criminal interview is completed.

**REPORT TO POLICE FOR INVESTIGATION:** Police should be notified immediately after interviewing the victim if there is a disclosure. In cases of severe injury or death (such as shaken baby syndrome, multiple sexual assaults, or offenders in the positions of trust, these cases need to be reported to police prior to investigation as police may want to interview prior to the agency worker). In cases where the worker is unsure of procedures, the abuse supervisor or the abuse coordinator should be consulted. Even if there is not enough information to launch a police investigation, police should be given the details as information which they will hold pending further details. Reports to the police are an expectation. They will prioritize and may assign the case to the Abuse Unit, the Youth Division/Sex Crimes Unit, or the local district. All of the information, however, is coordinated and funneled through the RCMP/DOPS Child Abuse Unit.

**REPORT TO EMPLOYER:** As per the legislation, some cases must be reported to employers. This process is never done without prior consultation with the supervisor, abuse worker and the Executive Director.

**ABUSE SUBMISSION TO THE ABUSE COORDINATOR:** The initial submission is done within thirty (30) days of the date of the referral to the agency. The legislation requires this. They are then passed on to the supervisor for review/signoff and are then submitted to the abuse worker to be presented at the monthly regional abuse committee. This process must begin the first working day of the month in order to meet the regional committee deadline. Completion of these reports must be given priority in order to meet the necessary deadlines for profiling/presentation at Committee. A photocopy of this completed form is to be kept by the worker and placed in the family file.

Final submissions can be submitted prior to the final criminal court dispositions if offender is not in a position of trust (if applicable). The worker is still expected to make the supervisor aware of any criminal court proceedings, however, and, at the final disposition, the supervisor is to be notified through a memo.

If the worker has been made aware of a criminal court conviction, the supervisor needs to know what the conviction date is, as well as the offender's birthdate. This information is absolutely necessary in order to obtain proper documentation for the Abuse Registry. The police will always have the offender's birthdate if they have been involved. If police have not been involved, it is the worker's responsibility to get this information.

**REPORT TO THE PROVINCIAL ABUSE REGISTRY:** This is the abuse worker's responsibility in consultation with the Regional Child Abuse Committee. The worker will be notified if the registration process is to proceed.

## **PROCEDURES AND PROTOCOLS IN FOSTER HOME INVESTIGATIONS**

1. Investigations into allegations of abuse in foster homes are coordinated and completed by the Agency which licenses the foster home. When SBCFS is the "licenser" of the foster home, allegations of abuse are forwarded to the respective supervisor for investigation. This policy also applies to foster homes which are managed by other agencies or treatment agencies (i.e. Mamawi, Marymound, MYS) where SBCFS approved the foster home license.
  - Allegations against staff in residential facilities (not foster homes) are different and currently will be forwarded to the Provincial Investigations Specialists, for investigation, following consultation with supervisor and the abuse worker.
2. Upon receipt of an allegation, information must be obtained about all individuals in the foster home (i.e. biological children, adoptions, children over 18), and the file will be opened as PRT under the foster parents.
  - This information can be obtained, as well as clarification about the license, from the Resource Department or Foster Care Worker listed on CFSIS. If not on CFSIS, contact the Resource Department for clarification.
3. People who require information about the abuse social worker/supervisor once an allegation is received and the initial plan to investigate has been determined:
  - Provincial Investigations Specialists, 114 Garry (as per Section 18.6 of the Act). Currently they do not directly investigate allegations in foster homes but does require notification of the allegation and the conclusion of the investigation. This can occur by phone, fax, e-mail.
  - Resource Supervisor/Foster Care Social Worker for the foster home.
  - Supervisors/Social Worker(s) for all children in care placed in the home.
  - Winnipeg Police Service – Child Abuse Unit, or RCMP, in appropriate jurisdiction where home is located.
4. Where the severity of the allegation, the proximity of the offender, and the vulnerability of the children suggest that there is a moderate or high risk, a decision about removal of the children is necessary.

This decision is made in joint consultation between the abuse worker/supervisor, the children's workers/supervisors and the foster worker/supervisor. The abuse worker/supervisor will form an opinion about the risk to all of the children, as well as about the need for removal and ensure this information is provided to all of the social workers

involved. The child's worker/supervisor has the final decision with regard to their children in care.

When possible and an immediate intervention is not required (i.e. acute injury, death, etc.), a meeting is recommended to include all of the parties named above in order that an initial plan for investigation can be presented and roles clarified. This is particularly recommended in cases where the plan is contentious or where there may be disagreement between the units or workers involved (i.e. removal of children). Should the disparity be unresolved, a larger forum should be convened that might include CFS Management.

5. Once the plan to investigate has been clarified, the abuse worker begins to coordinate and complete the investigation.
  - This worker determines when/who informs the foster parent and what information can be shared.
  - The abuse worker determines who and how the children/alleged victims should be interviewed in consultation with the police. In some cases, it is requested that the child's worker interview the child, however, it may be recommended that joint interview occur with the abuse worker (in order to assure the required "forensic" information is received) and the child's worker (to support the child). If the child's worker does not feel comfortable interviewing the child around abuse, the abuse worker is responsible for completing and assisting with this task.
  - The abuse worker will coordinate and ensure that completion of all other tasks related to the investigation as in any intrafamilial abuse case. This may include consultation/medical examination at the Child Protection Centre, interviews of all family members or witnesses to the alleged incident, interviews with collaterals, liaison with the assigned police officers, etc.
6. The abuse social worker is responsible for sharing the details of the investigation with the foster parent in accordance with the general steps in abuse investigation. When interviewing the foster parents, the foster care social worker may request to observe/offer support during the interview.
7. The abuse social worker/supervisor is responsible for determining whether the investigation is concluded as,
  - No abuse occurred
  - Inconclusive
  - Or abuse confirmed

and is responsible for making a statement of risk with regard to all the children in the foster home. Some recommendation may be made in these cases in consultation with the foster care worker and children's workers (particularly in "inconclusive" investigations).

Where recommendations or the ongoing plans are disputed, contentious, the matter is “high profile”, or involves many social workers from various systems, “findings” meetings may be necessary in order to jointly clarify a plan. The same principles as in Section 4 apply.

8. The investigation is complete when:

- All agency personnel have heard verbally from the abuse social worker about their conclusion, and the recommendation discussed.
- Any criminal investigation has been concluded (including charges and conviction/court disposition).
- The case has been reviewed by the abuse worker/supervisor, presented and closed to the respective Regional Child Abuse Committee. (In some cases of unfounded allegations the abuse coordinator may approve a conclusion prior to presentation to the committee).

9. Once the investigation is complete with verbal findings shared and recommendations approved by all social workers involved, any criminal case disposed (including conviction), and the case is closed to an abuse committee (presentation registry process completed or not deemed necessary), then the abuse social worker/supervisor shall provide a letter of conclusion to the foster parent, indicating that the information has been provided to the foster care worker.

This letter is copied to:

- The Child Protection Branch
- The foster care supervisor and social worker; and
- The child (children’s) social worker(s) and supervisor(s)

All of the above-named receive a copy of the letter. Additionally, the Child Protection Branch will receive a full copy of the abuse closing summary. As a caution that the protection information does not get placed on the foster home file, the package to the Resource Supervisor should be marked with “Read Only – Not to be Placed on the Foster Home File”. The children’s’ workers should have copies of any interviews of their children in care (or any other documentation they require).

As per provincial statute, the child (if over 12), the parents of the children, and the source of the report, are entitled to the conclusion, however, the means of providing this information should be determined between the abuse social worker and the family service worker (or other).

## **CHILDREN IN CARE & FAMILY SERVICES**

### **PROGRAM DESCRIPTION**

Sandy Bay CFS ("the Agency") maintains as primary its legally mandated responsibility to ensure the safety and protection of children throughout its work with families in the community. Where intervention to prevent children from coming into care has not been successful, it is necessary that a range of resources be available to provide care, nurturing, and supervision to ensure the healthy growth and development of the child. In most instances, protection (family service) files are opened on parents/guardians when children come into care. Service will be provided to the families and a file will remain open until such time as the child returns home and services are no longer deemed necessary. Files may also be closed if a child should become a permanent ward or the family enters into a voluntary surrender of guardianship.

The goals and principles for children in care and family services are as follows:

### **GOALS**

- Ensure the continued safety of the child;
- Develop permanency plans for children;
- Ensure children in agency care receive adequate care and supervision to meet their needs in the least restrictive way;
- Provide resources and services to enable children and families to deal with issues in a constructive way and where possible, return home;
- Prepare the family of the child in care for the child's return;
- Provide services to meet the needs of children in care, function in the least restrictive environment possible and establish stability in their living environment; and
- Develop and implement a continuum of support services for the service provider(s) and parent(s)/guardian(s).

### **PRINCIPLES**

Every child in care is entitled to:

- Decisions made in their best interests;
- Freedom from physical, emotional and sexual abuse;
- Adequate and appropriate food, clothing and housing;
- Live in a clean, emotionally and physically safe environment;
- Receive adequate and appropriate medical, dental and optical care;
- Receive an education that considers their potential and/or handicaps;
- Freedom of thought and conscience;
- Reasonable enjoyment of privacy;
- Access to Manitoba's available services and resources free from discrimination based on race, religion, and ethnic origin and which respect their cultural and linguistic heritage;
- Appropriate care and services to meet their needs and to enable them to function successfully within the community;

- Ample opportunity to integrate and reintegrate into the neighborhood and larger community;
- Regular contact with a child and family service agency;
- Placement with an individualized, time-limited, goal-oriented plan of care;
- Have their family prepared for a placement;
- Appropriate adult counseling, support, and supervision;
- Be informed of their rights, have their opinions heard, and be included in any decisions affecting their life; and
- A continuous family environment in which they can flourish.

## **PARENTS/GUARDIAN'S RIGHTS**

- Be involved in making plans for their child;
- Be consulted when changes are considered for the plan;
- Attain visitation rights. The parent/guardian must be aware of the agency worker's right to limit visiting (other court-ordered visits), set the time and place for visiting, with the foster parent's cooperation;
- Appeal any decision made by the agency worker affecting their child or themselves, including an appeal to the courts concerning visiting privileges;
- Receive assistance in resolving family problems; and
- Attend any court hearing affecting the child and parental rights.

Even a child in permanent care may have an emotional bond with his/her family. The fact that a child is a permanent ward does not necessarily restrict his/her family's involvement. The agency reviews the child's relationship with birth/extended family on a planned basis to determine the nature and extent of the involvement.

As guardian of a child, Sandy Bay CFS shall:

- a) Have the care and control of the child;
- b) Be responsible for the maintenance and education of the child;
- c) Act for and on behalf of the child; and
- d) Appear in court and prosecute or defend any action or proceeding in which the child's status is or may be affected.

## **PROCEDURES**

**Legal Status** – A child may come into care through a Voluntary Placement Agreement (VPA), Voluntary Surrender of Guardianship (VSG) or an order of guardianship.

A VPA is a contractual agreement whereby an agency assumes legal responsibility for the care of a child. A VSG involves a voluntary transfer of guardianship. An order of guardianship by a court may be granted with or without the consent of a parent or guardian.

**Agency Manuals** – Agency manuals are available for all staff and clearly identify the agency's policies and procedures with respect to children in care (philosophy, expectations of worker regarding prescreening, quality of referrals, and worker contact). This includes how workers internally access resources and deal with emergency situations. At a minimum the criteria for emergency intake includes when:

- a) The child is abandoned;
- b) The child's immediate physical safety cannot be guaranteed due to abuse, self-injury or physical surroundings;
- c) A runaway child is found; and
- d) The court orders the child's placement.

#### **PLACEMENT RESOURCES USED BY AGENCY**

The children presently in care of Sandy Bay CFS are placed in a variety of resources, including;

- foster homes
- own home
- place of safety
- group home
- other

These resources may be for emergency, short-term or long-term placements. Placement resources include adoption homes, foster homes, group homes and institutions. Additional placement resources may include proctor programs, professional parents, alternative parenting and extended family placements.

## **INTAKE/AFTER-HOURS**

### **PROGRAM DESCRIPTION**

Sandy Bay CFS ("the Agency") maintains as primary its legally mandated responsibility to ensure the safety and protection of children throughout its work with families in the community.

### **PROGRAM DESCRIPTION**

The Agency has a service structure in place that ensures prompt and appropriate responses to reports or referrals concerning children in need of protection. The intake/after-hours unit is an emergency service responding to crisis situations and emergent protection matters outside the regular day time hours of the Agency.

The mandate of the service is to ensure the safety of children in the short term, until the assigned worker or a new worker is assigned to the case. The service philosophy is to make every effort to keep families intact. When this is not possible, as evidenced by the risk factor inherent in the referral, the Agency will seek out family, friends or community as a resource to avoid apprehension. The role of the intake/after-hours service is to provide emergency services to children and families after regular business hours. It is not the role of this service to provide services to families that is not emergent or that falls within the regular duties of the assigned worker.

All agency staff who carry out intake/after-hours investigations are officers of the Agency, with the authority of the legislation to take whatever actions are necessary to ensure the safety of the child(ren) believed to be in need of protection.

### **PROTOCOLS FOR THE ASSIGNMENT OF WORKERS TO THE INTAKE/AFTER-HOURS**

All the agency staff (cfs positions) involved in the provision of child and family services are assigned one week on the on-call schedule. The staff are provided with a vehicle, a cell phone and a schedule of back up personnel they can contact. The on-call staff also have a list of the emergency homes which could be utilized if a child has to be removed from his/her home on an emergency basis.

The workers involved in the intake/after-hours have a working knowledge of the *Child and Family Services Act* and regulations, intake policies and procedures and a registry of the community resources related to services for children and families.

### **TRAINING**

The workers involved in the intake/after-hours service will be trained to develop skills in crisis intervention, child abuse risk assessment, interpersonal communication and multi-disciplinary teamwork. Staff are also encouraged to work in an integrated service framework with other community resources to ensure that critical services are delivered in a timely manner.



## **HOURS OF THE INTAKE/AFTER-HOURS SERVICE**

The intake/after-hours service are available 24 hours per day, seven days a week. All agency staff, excluding administrative staff, are required to assist in the provision of on-call duties as part of their job responsibilities. One week of on-call duty is from 8:30 AM Friday to 8:30 AM Monday, and each workday from 4:30PM to 8:30AM the following morning.

## **SERVICE REQUESTS FOR INTAKE/AFTER-HOURS SERVICE**

- The agency worker on-call will be available to receive requests for service as per his/her schedule for on-call;
- The hours for the service is from 4:30 p.m. to 8:30 a.m.;
- If the call is received between the hours of 4:30 p.m. to 9:00 p.m. the worker is expected to respond by telephone or by a home visit;
- If a significant issue arises on an open case, the on-call worker may consult with the assigned worker or the worker's supervisor. Every effort will be made to ensure that the work response of the intake/after-hours worker is consistent with the on-going case plan. The decision, however, regarding case investigations, apprehensions and placements is the responsibility of the intake/after-hours worker during the hours of its operation. The more information available to the intake/after-hours worker, the more informed the decision will be in the response to the call; and
- The on-call worker will respond to the call and will assess the validity of the call and take the required action to resolve the issues which necessitated the call.
- The case referral will be reviewed with the supervisor at the opening of the business hours the following day.

## **RECORDING**

All information pertaining to the call will be recorded in the after-hours call log. The information will be placed on the child/family file (if open to the Agency) or will require a new file or intake to be opened to ensure that the follow up work will be done. The intake information will be forwarded to the appropriate supervisor the following day. In the case of a weekend, the information would be provided Monday morning.

## **SERVICE REQUESTS FOR MONITORING A FAMILY**

The intake/AFTER-HOURS on-call worker may receive a service request to check on a family due to concerns of neglect or associated issues over the course of the weekend. The on-call worker will make one visit to the home and complete an assessment. The exceptions will be as follows:

- The on-call worker will continue to return to the home if on the first visit no one is home;
- The on-call worker will make subsequent visits if the children are in the care or under a supervision order and the concerns are substantial;
- The on-call worker may make a second visit if in the initial assessment the situation raises some concerns but not presently sufficient enough to warrant the removal of the children.

## **SERVICE REQUESTS FOR FOOD VOUCHERS**

The on-call worker will provide food vouchers to families on an emergency basis only. The guiding principle will be that the voucher will assist the family and the Agency will not have to bring the child(ren) into care.

## **SERVICE REQUESTS FOR TRANSPORTING CHILDREN**

These requests will be arranged with the assigned worker. However, it should be noted that the assigned worker should make every effort to arrange for transportation during the regular hours of work. These after hour requests are often difficult for the on-call worker as other matters may take a higher priority.

## **SERVICE REQUESTS TO SEARCH FOR AWOL WARDS**

The on-call worker will accommodate requests to search for AWOL wards if the level of risk is high. If the on-call worker is to carry out a search, a physical description and a picture of the ward should accompany the service request.

## **SERVICE REQUESTS TO PLACE CHILDREN**

The on-call worker will only place children on an emergency basis as a response to the call that they received. The safety of the child is critical to any plan. The on-call worker may also have to respond to a breakdown of a placement in a foster home. The assigned worker will be notified the following day of the action taken. Again, the safety of the child must be addressed.

## **FAMILY ENHANCEMENT (DIFFERENTIAL RESPONSE)**

### **PROGRAM DESCRIPTION**

Differential response is a Child Welfare service delivery model that allows for more than one method of initial response to reports of child abuse and neglect. Also called "dual track," "multiple track," "DR" or "alternative response," this approach recognizes variation in the nature of reports and the value of responding differently to different types of cases and family situations and circumstances.

While definitions and approaches vary from CFS Agency to CFS Agency, differential response generally uses two or more "tracks" or paths of response to reports of child abuse and neglect. Typically, these responses fall into two major categories:

- **Investigation.** These responses involve gathering forensic evidence and require a formal determination regarding whether child maltreatment has occurred or the child is at risk of abuse or neglect. In a differential response system, investigation responses are generally used for reports of the most severe types of maltreatment or those that are potentially criminal.
- **Assessment (Family Enhancement).** These responses are usually applied in low- and moderate-risk cases, generally involve assessing the family's strengths and needs and offering services to meet the family's needs and support positive parenting. Although a formal determination or substantiation of child abuse or neglect may be made in some cases, it is typically not required.

However, not all agencies that employ a differential response focus simply on choosing an assessment or investigation track. In some areas, there is more variation in types of response. Additional tracks may include a resource referral/prevention track for reports that do not meet screening criteria for Child Protection Service but suggest a need for community services, or a law enforcement track for cases that may require criminal charges.

### **Similarities Between Differential Response and Traditional Child Protection**

While introducing a more flexible way of responding to reports, differential response systems still share many underlying principles with the traditional child protection approach. Both:

- Focus on the safety and well-being of the child
- Promote permanency within the family whenever possible
- Recognize the authority of CPS to make decisions about removal, out-of-home placement, and court involvement, when necessary
- Acknowledge that other community services may be more appropriate than CPS in some cases

Differential response systems acknowledge that investigations are necessary in some cases. They typically allow for changes in the response track if circumstances change or information emerges that indicates a different type of response is needed to ensure child safety or better respond to the family.

## **Differences Between Assessment and Investigation Approaches**

In traditional child protection practice, all accepted reports receive an investigation response. Investigations are conducted to determine if children have been harmed or are at risk of being harmed and to provide protection if needed. In differential response systems, investigations are no longer the singular focus of CPS response to reports of child maltreatment. While investigations are conducted for some reports (typically the more serious and severe), assessment is used for most other screened-in reports.

In comparison to investigations, assessment responses tend to:

- Be less adversarial
- Focus more on understanding the conditions that could jeopardize the child's safety and the factors that need to be addressed to strengthen the family
- Tailor approaches and services to fit families' strengths, needs, and resources
- Place importance on engaging parents to recognize concerns that affect their ability to parent and to participate in services and supports
- Tap into community services and the family's natural support network
- Offer voluntary services

Unlike investigations, assessment responses typically do not require caseworkers to make a formal finding regarding whether child abuse or neglect occurred, identify victims and perpetrators, or enter perpetrator names into central registries.

## **THE FAMILY ENHANCEMENT APPROACH**

The Family Enhancement program provides a range of services to families and children that are goal-oriented and time limited. The services are primarily offered in the client's home. The primary objective is to enhance parental competencies that lead to healthy and positive personal development of the child and the parents and therefore reduce and prevent incidents of abuse and/or neglect.

Family enhancement services are offered primarily to families whose children are in their own home and are at risk of coming into Agency care. Services can be of a preventative nature to promote more efficient family functioning. The family enhancement program is a voluntary program and families must consent to have an open file as part of the program with the exception of minor parent/expectant parent services where the agency is mandated to follow-up and assess.

## **OPERATING VALUES**

The services provided by this program are based on the following assumptions:

- All families need support at some point in time;
- A child's development is enhanced by a healthy parent/child relationship and a positive nurturing environment;
- Most parents want to be effective parents;

- Any services should emphasize and build on the strengths of the family; and
- Services should be respectful of the cultural and ethnic values of the family.

## **SERVICE GOALS**

- To sustain the capacity of the parents to meet the requirements of their parenting role;
- Promote the healthy development of children and prevent any obstacles from achieving their goals;
- Provide parents with the skills and knowledge to be effective advocates for themselves and their children; and
- Prevent the separation of children from their families wherever possible.

## **MONITORING AND SUPERVISION**

All requests for family enhancement services will be directed to the program supervisor. If appropriate, the case will be assigned to one of the family enhancement workers. The supervisor will be responsible to evaluate the work of the family enhancement worker so as to ensure that they are meeting the expectation of the program's standards. The assigned staff person will provide the support to the family on all aspects of the case, including goals and intervention. Other activities will include the setting of review/renewal meeting with the client as well as documenting the contact with the service recipient.

It is expected that there will be appropriate written documentation of all services to the family. This is the responsibility of the assigned worker and the oversight function will be maintained by the supervisor. Contact notes will be maintained for daily contact with the client; notes will be completed on supervised visits and reunification assignments.

## **REVIEW PROCESS**

The supervisor is responsible to set monthly review/renewal dates to determine whether the goals have been met, to revise the goals (if necessary) and to discuss the need for continued services or potential for transfer to on-going protection services.

## **TERMINATION PROCESS**

During the review/renewal meeting, all parties involved will decide upon the timing of the service termination. This collaborative process allows for a "celebration" of the family's accomplishments and the opportunity for the worker and supervisor and the family to end their work in a planned fashion.

## **EXPECTANT & MINOR PARENT SERVICES**

### **PROGRAM DESCRIPTION**

#### **MANDATE**

Services to expectant and minor parents are available as per Section 9(4) of the *Child and Family Services Act*.

#### **PREAMBLE**

- Evidence indicates that adolescent parents are at a far greater risk for domestic violence due to the fact that many of them are involved in emotional and abusive relationships. In addition, many if not all adolescent parents are subject to having received limited education and thus are more vulnerable to poverty and health-related problems.
- Enhanced parenting skills have a direct correlation to the overall enhanced functioning of the parent. The focus of the programming or services offered to these young parents who want to parent their child(ren) will be delivered from the philosophy that actively supports and encourages positive connections to their families and their communities in a culturally sensitive manner. It will be structured in a manner that puts baby's needs first and foremost, always recognizing the competing needs of the young parent. It will subsequently involve hands-on training and education of the parent, beginning with recognition and understanding of the normal developmental issues of adolescents and young adults.
- Counseling services, with a focus on decision-making and problem-solving, will be provided on an ongoing basis in an effort to provide these young parents with information that will assist them in both the short-term as well as the long-term. These services will be provided in partnership with other collaterals within the community which would include health and education. Assistance in the form of connecting the young parent to legal aid for advice and counseling regarding legal rights and responsibilities will also be offered. Outreach to community services such as the Adolescent Parent Centre, Villa Rosa, Resources for Adolescent Parents (RAP), and Ma Mawi Wi Chi Itata Centre's Adolescent Parent Support Program is viewed as a critical part of the services to be offered. Parenting groups will be offered with the focus on traditional teachings.

### **OBJECTIVES OF THE PROGRAM**

The objectives of the program will include:

- Early intervention with young expectant parents, providing greater opportunity to explore alternatives and options;
- Earlier assessment of risk thereby providing more opportunity for planning and intervention;
- Connecting young parents to positive role models within their community;
- Providing young parents with access to traditional parenting teachings and elders if and where appropriate for the adolescent;

- Provide adolescent parents with an enhanced knowledge of parenting, e.g. assist as well as “hands-on” strategies, thereby enhancing the overall level of care provided to their infant; and
- Achieving an overall reduction of the number of adolescent pregnancies.

A continuum of services would be provided from the time of referral until the child is one year of age or until the young mother reaches the age of 18 years, whichever comes first.

Agency initiatives in prevention are clearly articulated in agency planning processes including specific target populations, goals, strategies and anticipated outcomes. Planning and implementing prevention activities are done in collaboration with other human services including:

- Community groups;
- Public health services;
- Medical practitioners or clinics;
- Hospitals or maternity homes; and
- Schools.

## **SERVICE GOALS**

The goal(s) of these services is to ensure that expectant and single parents, who need assistance in caring for themselves or their child, will receive such help. This includes appropriate services to birth fathers, grandparents and significant others in order to:

- a) Ensure and protect the well-being and the rights of the child born to parents not married to each other, and the well-being and the rights of the parents;
- b) Ensure immediate needs of the child and parents are met;
- c) Anticipate and assist with any consequent problems for the parent, the child and/or community;
- d) Assist in the achievement of a satisfying and effective way of life; and
- e) Promote the normal growth and development of the child.

## **PROGRAM EVALUATION**

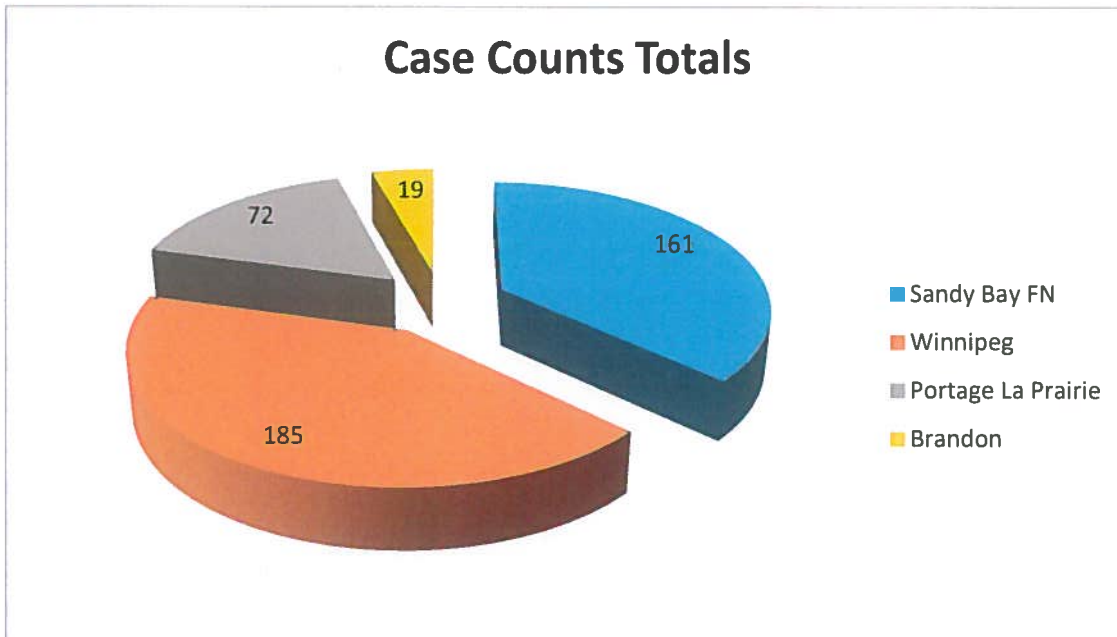
Expectant and minor parent services are evaluated at least once a year by the agency. This may occur as part of an overall review of the agency's activities.

## STATISTICS – AS AT MARCH 31, 2017

Based on the case count submissions as at March 31, 2017. The following statistics report the standing of Sandy Bay Child & Family Services in regard to case counts, case load and pertinent information related to children in care.

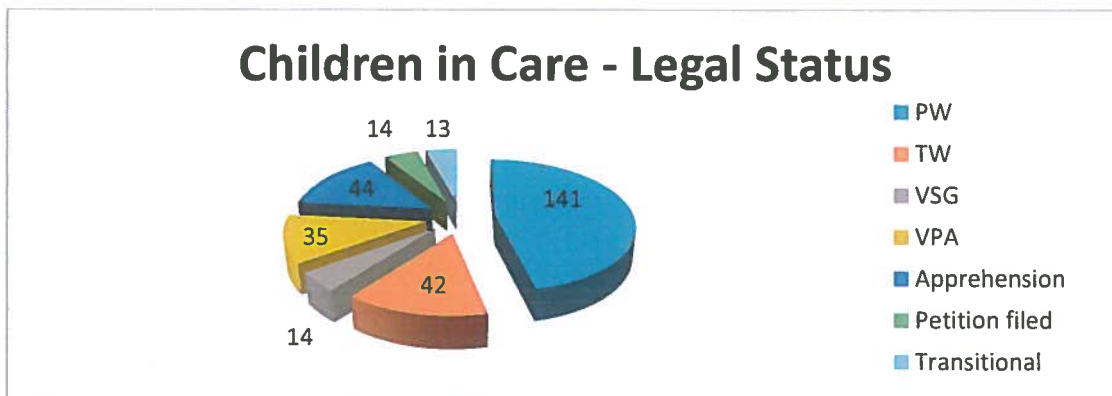
Field Office	Children in Care			Extensions of Care			Family Service			All Cases	Case carrying workers	Case Load Ratio
	Federal	Provincial	Total	Federal	Provincial	Total	Federal	Provincial	Total	Total		
Sandy Bay FN	70	25	95	4	0	4	50	12	62	161	7	23
Winnipeg	10	130	140	3	4	7	1	37	38	185	6	31
Portage La Prairie	6	41	47	0	1	1	3	21	24	72	4	18
Brandon	0	8	8	0	1	1	2	8	10	19	1	19
<b>Totals</b>	<b>86</b>	<b>204</b>	<b>290</b>	<b>7</b>	<b>6</b>	<b>13</b>	<b>56</b>	<b>78</b>	<b>134</b>	<b>437</b>	<b>18</b>	<b>24</b>

The case count totals per office have been identified in the table below. The Sandy Bay office has 37% of the caseload and Winnipeg office has 42% of the caseload. Winnipeg caseloads increased by 1% this past fiscal year. The Sandy Bay office had a decreased caseload by 4% from 15/16. Brandon case numbers remained at 4%. Portage la Prairie has increased its caseload by 3% and is at 17% of the overall cases.

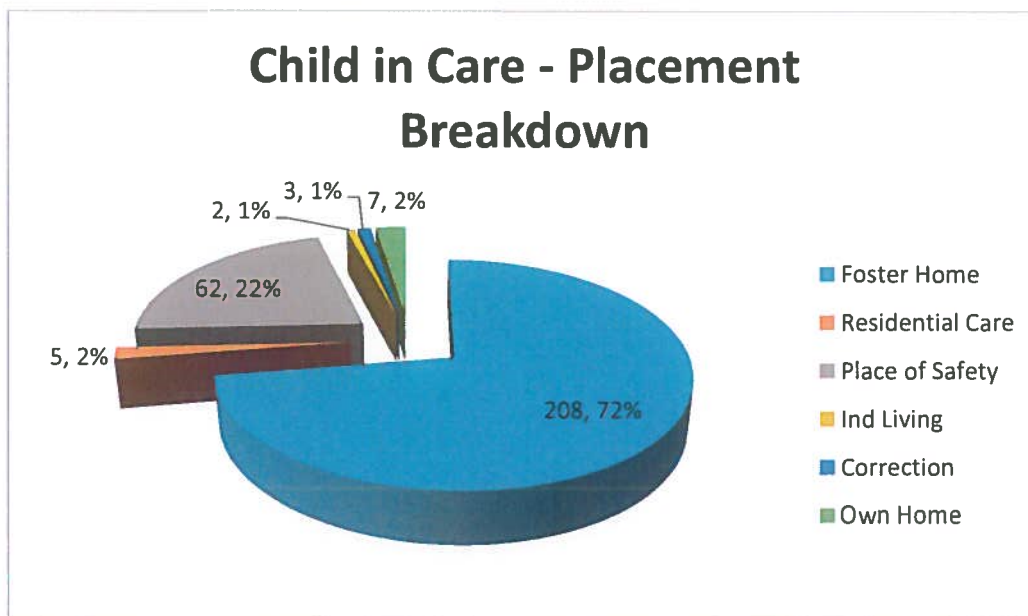




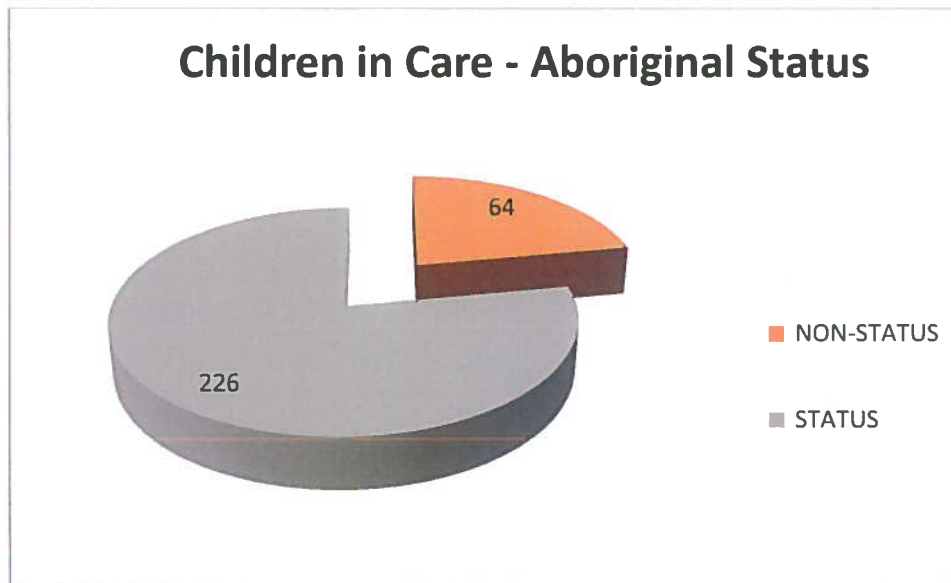
The chart below identifies the legal status of the children in care. The percentage breakdown in each status is identified as follows: Apprehension – 14%, Permanent Orders – 46%, Temporary Orders – 14%, Voluntary Placement Agreement – 12%, Petitions Filed – 5%, Voluntary Surrender of Guardianship – 5% and Transitional – 4%. In comparison to 15/16 statistics, petition filed legal status’ remained at the same rate. Increases were seen for temporary ward (10%), voluntary surrender of guardianship (2%), and voluntary placement agreement (1%). Decreases were seen in permanent ward (1%), transitional (1%), and apprehension (11%).



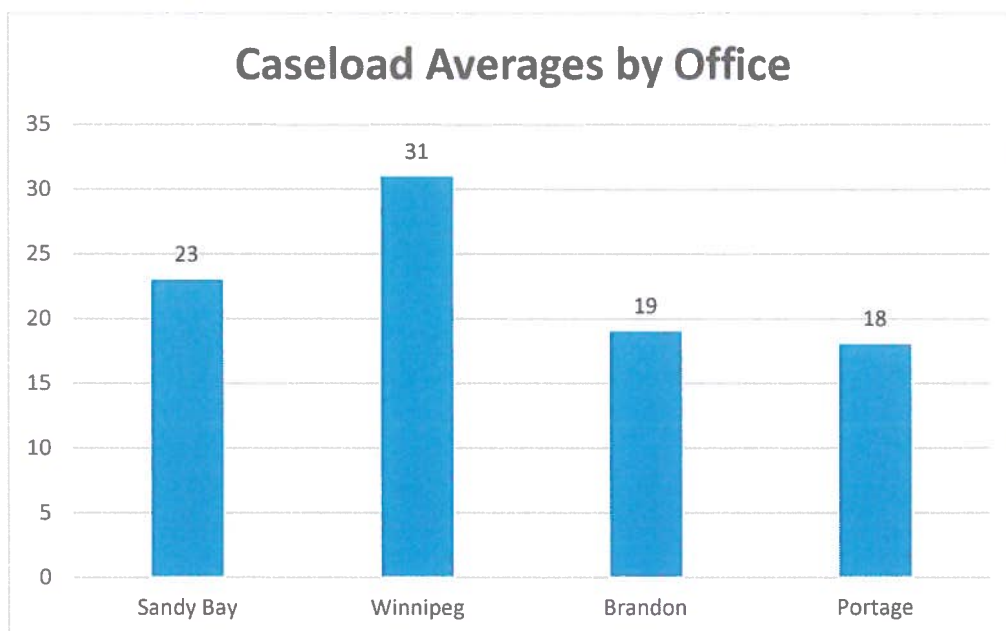
As per the Children In Care – Placement Breakdown, the results of the placements of children are identified in the chart below. The significant placement types are Foster Homes at 72% (208 homes) and Place of Safety at 22% (62 homes). In comparison to 15/16 data, foster homes increased by 5% and Places of Safety increased by 2%. There was a decrease in residential care by 4%, corrections (1%), and own home (2%). Independent living remained at the same percentage.



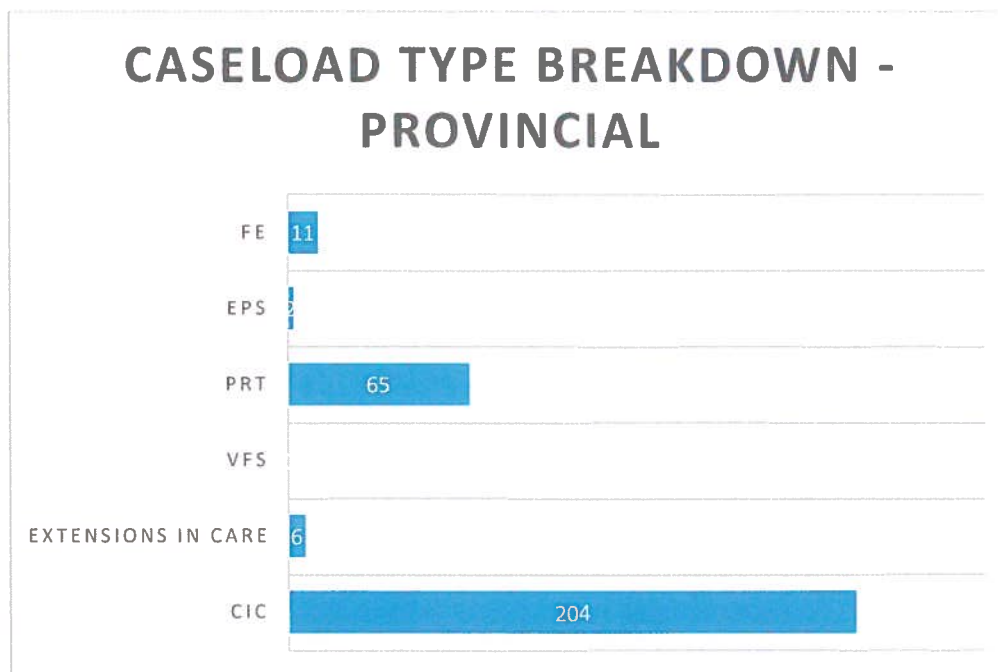
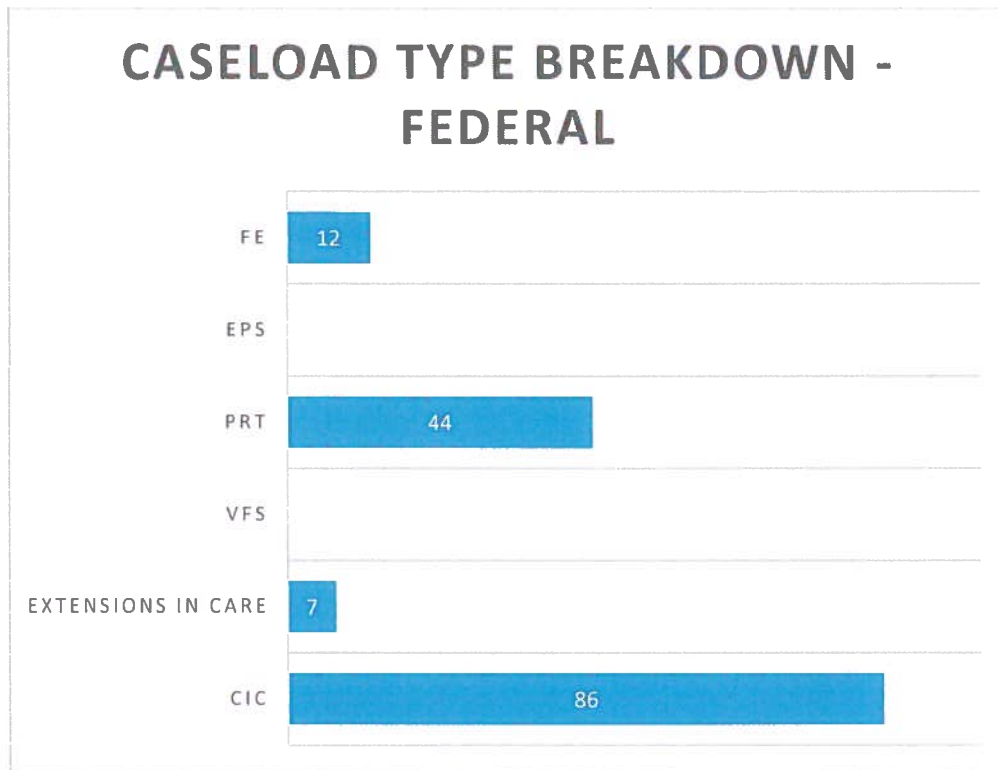
The following chart identifies the aboriginal status of the children in care. The agency currently has an initiative underway to register those children entitled to be registered for the Indian Status within the meaning of the “Indian Act”. In 2015/2016, the status numbers were 198 and the non-status was 45. Comparable to 2016/2017, the agency had an increase in the number of status children. Unfortunately, there was an increase in non-status numbers which would be reflective of unregistered/non-status children coming into care that are affiliated to Sandy Bay First Nation.



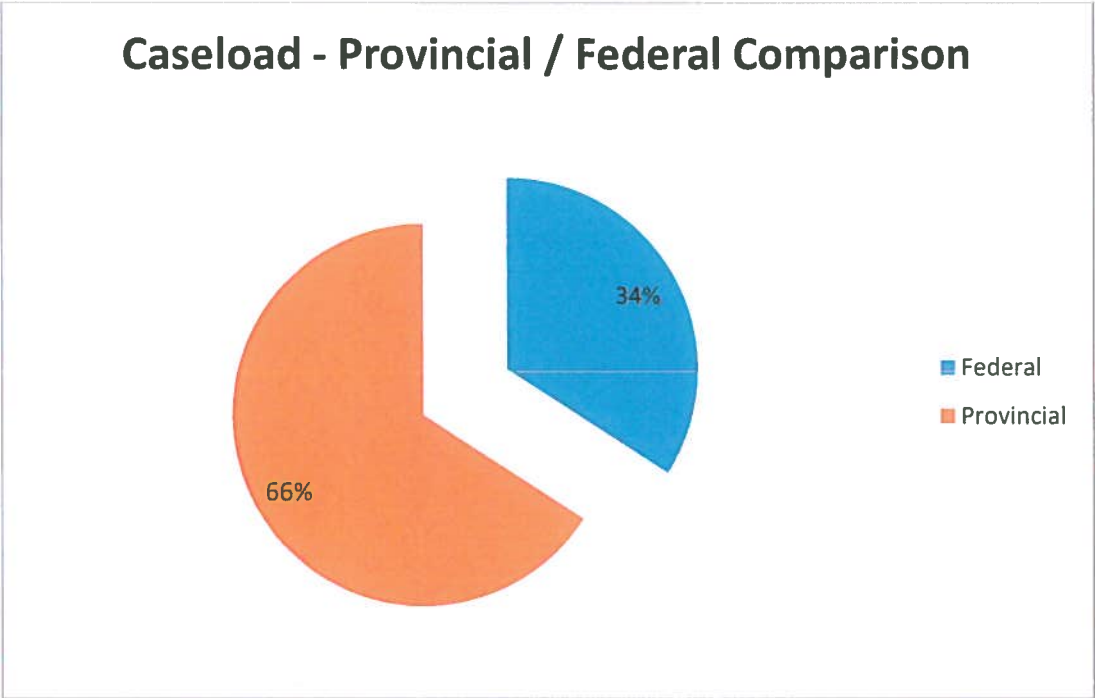
In regard to changes in Caseload Averages, the comparative numbers from 15/16 indicate that Winnipeg maintained an average caseload of 31 cases per worker. Increases in caseload were seen in Sandy Bay (21 to 23), Portage (15 to 18) and Brandon (14 to 19) average cases per worker.



The following charts identify the caseload type breakdowns for federal and provincial cases.



The following charts identify the caseload – provincial/federal comparison and the caseload averages per agency office. Data from 13/14 revealed a 54% provincial status and 46% federal status. In 14/15, the federal/provincial status shifted with provincial status increasing by 3% and federal status decreasing by that amount. In 15/16, there was another increase in provincial caseload status by 4% leaving the percentages at provincial – 61% and federal – 39%. In 16/17, there was a 5% increase in provincial cases and a decrease in federal cases by 5% as well.



**Sandy Bay Child and Family  
Services Inc.**

**Financial Statements**  
**For the year ended March 31, 2017**

# **Sandy Bay Child and Family Services Inc.**

## **Financial Statements**

**For the year ended March 31, 2017**

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### **Contents**

<b>Auditors' Report</b>	<b>2</b>
<b>Financial Statements</b>	
Statement of Financial Position	<b>3</b>
Statement of Net Assets	<b>4</b>
Statement of Operations - Combined Capital and Operating	<b>5</b>
Statement of Operations - Combined	<b>6</b>
Statement of Cash Flows	<b>7</b>
Notes to Financial Statements	<b>8</b>

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## Auditors' Report

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**To the Members of Sandy Bay Child and Family Services Inc.**

We have audited the accompanying financial statements of **Sandy Bay Child and Family Services Inc.** which comprise the statement of financial position as at March 31, 2017, and the statements of operations, net assets and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, 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.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

### **Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Sandy Bay Child and Family Services Inc. as at March 31, 2017 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for not-for-profit organizations.

### **Unaudited Information**

We have not audited or otherwise attempted to verify the accuracy or completeness of the schedules on pages 15 to 26 of the organization's financial statements.

Chartered Professional Accountants

Brandon, Manitoba  
August 1, 2017

# Sandy Bay Child and Family Services Inc. Statement of Financial Position

March 31 2017 2016

## Assets

### Current Assets

Cash and bank	\$ 927,927	\$ 749,349
Accounts receivable (Note 2)	1,569,485	860,774
Prepaid expenses	13,853	21,532
	<u>2,511,265</u>	<u>1,631,655</u>

Capital assets (Note 3)	<u>222,507</u>	<u>275,357</u>
	<u>\$ 2,733,772</u>	<u>\$ 1,907,012</u>

## Liabilities and Net Assets

### Current Liabilities

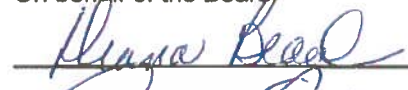
Accounts payable (Note 4)	\$ 1,032,742	\$ 1,163,303
Current portion of long-term debt (Note 5)	3,291	-
Maintenance working capital advance	150,000	150,000
Incomplete projects	97,964	9,922
	<u>1,283,997</u>	<u>1,323,225</u>


Long-term debt (Note 5)	<u>19,743</u>	<u>-</u>
	<u>1,303,740</u>	<u>1,323,225</u>


### Net Assets

Equity in capital assets	222,504	275,354
Unrestricted net assets	(733,419)	(1,390,645)
Restricted surplus	1,940,947	1,699,078
	<u>1,430,032</u>	<u>583,787</u>
	<u>\$ 2,733,772</u>	<u>\$ 1,907,012</u>

On behalf of the Board

 \_\_\_\_\_ Director

 \_\_\_\_\_ Director

 \_\_\_\_\_

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.



## Sandy Bay Child and Family Services Inc. Statement of Net Assets

<b>For the year ended March 31</b>	<b>2017</b>	<b>2016</b>
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### UNRESTRICTED NET ASSETS

Net Assets, beginning of year	\$ (1,390,645)	\$ (1,091,282)
Surplus (deficit_ for the year	<u>699,606</u>	<u>(281,017)</u>
	(691,039)	(1,372,299)
Transfer to capital - Capital asset additions net of disposals	<u>(42,380)</u>	<u>(18,346)</u>
Net Assets, end of year	<u>\$ (733,419)</u>	<u>\$ (1,390,645)</u>

### EQUITY IN CAPITAL ASSETS

Balance, beginning of year	\$ 275,354	\$ 377,698
Transfer from operating - Capital asset additions net of disposals	42,380	18,345
Amortization	<u>(95,230)</u>	<u>(120,689)</u>
Balance, end of year	<u>\$ 222,504</u>	<u>\$ 275,354</u>

### CHILD TAX BENEFIT RESTRICTED SURPLUS

Restricted Net Assets, beginning of year	\$ 1,699,078	\$ 1,475,984
Surplus for the year	<u>241,869</u>	<u>223,094</u>
Restricted surplus, end of year	<u>\$ 1,940,947</u>	<u>\$ 1,699,078</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Sandy Bay Child and Family Services Inc.**  
**Statement of Operations - Combined Capital and Operating**

<b>For the year ended March 31</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>		
A.A.N.D.C	\$ 5,716,784	\$ 5,498,838
Other	8,381,768	7,563,506
	<u>14,098,552</u>	<u>\$ 13,062,344</u>
<b>Expenses</b>		
Operations	13,143,223	13,110,345
Amortization	95,230	120,689
	<u>13,238,453</u>	<u>13,231,034</u>
<b>Incomplete, end of year</b>	<u>13,854</u>	<u>9,922</u>
<b>Surplus (deficit) for year</b>	<u>846,245</u>	<u>(178,612)</u>
<b>Allocated to:</b>		
Operating	699,606	(281,017)
Capital	(95,230)	(120,689)
Child tax benefit	241,869	223,094
	<u>\$ 846,245</u>	<u>\$ (178,612)</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Sandy Bay Child and Family Services Inc.  
Statement of Operations - Combined**

For the year ended March 31, 2017	A.A.N.D.C. Revenue	Other Revenue	Total Revenue	Expenditures	Transfer (in) out	Internal Surplus (Deficit)	Capital Purchases	Incomplete, End of year	Excess (Deficiency) of Revenue over Expenditures
2017	2017	2017	2017	2017	2017	2017	2017	2017	2016
Operations - Core - Federal	\$ 441,529	26,244	467,773	630,761	(188,582)	25,594	25,594	\$ -	\$ - (217,929)
Maintenance - Provincial	-	4,783,982	4,783,982	4,611,634	-	172,348	-	-	(35,548)
Maintenance - Federal	2,163,849	-	2,163,849	1,889,990	188,582	85,277	-	-	6,515
Operations - Core - Provincial	-	696,301	696,301	678,208	-	18,093	16,787	-	1,306 (170,667)
Prevention/Least Disruptive Measures - Federal	1,157,991	-	1,157,991	947,162	-	210,829	-	-	136,494
Prevention/Differential Response - Provincial	-	113,311	113,311	108,262	-	5,049	-	-	982
Protection - Provincial	-	1,290,021	1,290,021	1,574,872	-	(284,851)	6	-	(249,030)
Protection - Federal	1,939,415	-	1,939,415	1,472,169	-	467,246	-	-	229,810
Child Tax Benefit	-	1,386,987	1,386,987	1,145,118	-	241,869	-	-	223,094
Anishinabe Nini Men's Healing	-	54,922	54,922	41,068	-	13,854	-	13,854	-
Family Violence Prevention Project - Anishinabe Ikwe	14,000	-	14,000	13,379	-	21	-	-	6
Strong Young Woman, Strong Young Man	-	30,000	30,000	30,000	-	-	-	-	-
	\$ 5,716,784	8,381,768	14,098,552	13,143,223	\$ -	955,329	42,387	13,854	899,088 (76,273)

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

## Sandy Bay Child and Family Services Inc. Statement of Cash Flows

For the year ended March 31	2017	2016
<b>Cash Flows from Operating Activities</b>		
Surplus (deficit) for the year	\$ 846,245	\$ (178,612)
Adjustments for		
Amortization of capital assets	95,230	120,689
	941,475	(57,923)
Changes in non-cash working capital balances		
Accounts receivable	(708,717)	351,672
Prepaid expenses	7,685	9,563
Accounts payable	(130,561)	60,775
Incomplete projects	88,042	(42,906)
	(743,551)	379,104
	197,924	321,181
<b>Cash Flows from Investing Activities</b>		
Purchase of capital assets	(42,380)	(18,346)
<b>Cash Flows from Financing Activities</b>		
Acquire long-term debt	23,034	-
<b>Increase in cash and cash equivalents</b>	178,578	302,835
<b>Cash and cash equivalents, beginning of year</b>	749,349	446,514
<b>Cash and cash equivalents, end of year</b>	\$ 927,927	\$ 749,349

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements

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## Sandy Bay Child and Family Services Inc. Notes to Financial Statements

March 31, 2017

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### 1. Nature of Operations and Summary of Significant Accounting Policies

#### Nature of Operations

The Corporation has no authorized capital and its operations shall be carried out without pecuniary gain to its members, and any profits or other accretions to the Corporation shall be used in furthering its undertaking.

The undertaking of the Corporation is restricted to provide the services of a Child Care Agency as defined in the Child Welfare Act of Manitoba, to strengthen and unify First Nation families and to place any and all First Nation children coming into the care of the Agency with their own communities or with First Nation families within the Province of Manitoba, and to assist in returning any and all First Nation children to their families or First Nation who were previously placed outside the Province of Manitoba by any Child Care Agency which previously or presently has or had jurisdiction over First Nation children.

#### Basis of Accounting

The financial statements are prepared in accordance with Canadian public sector accounting standards for not-for-profit organizations.

#### Basis of Presentation

Sandy Bay Child and Family Services is a First Nation organization. The entity follows Canadian public sector accounting standards for not-for-profit organizations.

**Capital assets** - Property and equipment is recorded at acquisition cost. It is then recorded as a transfer from the Unrestricted Net Assets to the Equity in Capital Assets.

**Amortization** - Capital assets recorded are amortized annually. It is then recorded as a transfer from the Unrestricted Net Assets to the Investment in Capital Assets. Assets are amortized over their expected useful life using the straight-line method at the following rates:

Automotive	20%
Computer equipment	20%
Furniture and fixtures	20%
Leasehold improvements	10%

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## **Sandy Bay Child and Family Services Inc.**

### **Notes to Financial Statements**

**March 31, 2017**

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#### **1. Nature of Operations and Summary of Significant Accounting Policies (continued)**

<b>Revenue Recognition</b>	Funding received under the terms of agreements is recognized as revenue when related expenditures are made. Funds received but not yet expended are included in the statements as incomplete projects.
<b>Use of Estimates</b>	<p>The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.</p> <p>Estimates have been used by management in the following areas:</p> <ul style="list-style-type: none"><li>- The recording of allowance for doubtful accounts</li><li>- The recording of deferred revenue</li><li>- The useful life of capital assets</li></ul>
<b>Financial Instruments</b>	Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, equities traded in an active market are reported at fair value, with any unrealized gains and losses reported in operations. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.
<b>Restricted Net Assets</b>	Program funds have been received and externally restricted by the Department of Aboriginal Affairs and Northern Development, for the purpose of child welfare.
<b>Restricted Surplus</b>	Program funds have been received and internally restricted to be used on the programs the funds they were received for.

## Sandy Bay Child and Family Services Inc. Notes to Financial Statements

March 31, 2017

### 2. Accounts Receivable

	2017	2016
GST	\$ 43,393	\$ 38,465
Employee enhancement program	7,350	5,289
Government maintenance funding	1,518,742	817,020
	<u>\$ 1,569,485</u>	<u>\$ 860,774</u>

### 3. Capital Assets

	2017		2016	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Automotive	\$ 280,452	\$ 257,418	\$ 254,859	\$ 254,859
Computer equipment	289,276	260,958	272,489	255,977
Furniture and fixtures	354,338	354,338	354,338	354,338
Leasehold improvements	876,898	705,743	876,898	618,053
	<u>\$ 1,800,964</u>	<u>\$ 1,578,457</u>	<u>\$ 1,758,584</u>	<u>\$ 1,483,227</u>
		<u>\$ 222,507</u>		<u>\$ 275,357</u>

### 4. Accounts Payable

	2017	2016
Regular	\$ 41,157	\$ 61,548
Other trade payables	991,579	1,101,755
	<u>\$ 1,032,736</u>	<u>\$ 1,163,303</u>

Government remittances payable as of March 31, 2017 were nil (2016 - \$15,966).

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**Sandy Bay Child and Family Services Inc.**  
**Notes to Financial Statements**

**March 31, 2017**

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**5. Long-term Debt**

	<u>2017</u>	<u>2016</u>
Tractor loan, financed over 84 months, monthly payments of \$274 at 0% interest, due February 14, 2024	\$ 23,034	\$ -
Less amount due within one year included in current liabilities	<u>3,291</u>	<u>-</u>
	<u>\$ 19,743</u>	<u>\$ -</u>

Principal repayments for the next 5 years and thereafter are as follows:

2018	\$ 3,291
2019	3,291
2020	3,291
2021	3,291
2022	3,291
Thereafter	<u>6,579</u>
	<u>\$ 23,034</u>



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## Sandy Bay Child and Family Services Inc. Notes to Financial Statements

**March 31, 2017**

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### 6. Operating Leases

As of March 31, 2017 Sandy Bay Child and Family Services Inc. is committed to operating lease payments for premises and certain office equipment.

a) Office Equipment

A photocopier and printer are leased from Xerox at an annual rental of \$8,182, expiring August 3, 2018.

b) Winnipeg Sub-Office

Sandy Bay Child and Family Services Inc. leases its Winnipeg office premises. The current lease provides for an annual rent of \$68,000, expiring March 31, 2017.

c) Brandon Sub-Office

Sandy Bay Child and Family Services Inc. leases its Brandon office premises. The current lease provides for an annual rent of \$25,600, expiring March 31, 2023.

d) Portage Sub-Office

Sandy Bay Child and Family Services Inc. leases its Portage office premises. The current lease provides for an annual rent of \$102,000, expiring October 31, 2017.

e) Portage Parking Lot

Sandy Bay Child and Family Services Inc. leases a parking lot in Portage. The current lease provides for an annual rent of \$24,000, expiring May 31, 2025.

The minimum annual lease payments for the next five years are as follows:

2018	\$	58,783
2019		52,342
2020		52,500
2021		52,500
2022		52,500

### 7. Economic Dependence

Sandy Bay Child and Family Services Inc. is economically dependent on the department of Aboriginal Affairs and Northern Development Canada to provide funding through Dakota Ojibway Child and Family Services. The organization is also economically dependent on funding from the Province of Manitoba.

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## Sandy Bay Child and Family Services Inc. Notes to Financial Statements

March 31, 2017

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**8. A.A.N.D.C. Revenue**

	2017	2016
A.A.N.D.C. revenue per financial statements	\$ 5,716,784	\$ 5,498,838
A.A.N.D.C. funding per funding confirmation	\$ 5,716,784	\$ 5,498,838

**9. Financial Risk Management**

There have been no substantive changes in the entity's exposure to financial instrument risks. The Board of Directors monitor the financial statements including its financial instruments on a monthly basis to determine if there any increases or changes in its risk.

The principal financial instruments used by the entity, from which financial risk arises, are as follows: cash, receivables and payables, and accrued liabilities.

**Market Risk**

Market risk is the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, foreign exchange risk and other price risk.

Interest rate risk is the risk that fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. The entity is exposed to minimal interest rate risk.

Foreign exchange risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. The entity is not exposed to foreign exchange risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices, other than those arising from interest rate risk or currency risk. The entity is not exposed to other price risk.

**Liquidity Risk**

Liquidity risk is the risk that the entity will encounter difficulty in having available sufficient funds to meet its commitments. It is the entity's policy to ensure that it will have sufficient cash to allow it to meet its liabilities when they come due.

**Credit Risk**

Credit risk arises principally from receivables. The majority of the entity's receivables are the result of government funding that is receivable. The credit risk is minimal.

**10. Prior Year's Figures**

The prior year's figures have been adjusted to conform to the current year's presentation.

**Sandy Bay Child and Family Services Inc.**  
**Statement of Operations - Core - Federal**  
**(Unaudited)**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
A.A.N.D.C.	\$ 416,530	\$ 441,529	\$ 447,080
Other	5,000	5,883	15,465
Interest	2,500	2,810	2,374
Administration fees	25,000	17,551	78,251
	<u>449,030</u>	<u>467,773</u>	<u>543,170</u>
<b>Expenses</b>			
Bad debts	-	2,866	42,831
Board honorarium	8,000	6,249	6,120
Board travel and training	13,920	3,119	4,082
Building repairs and maintenance	4,200	4,976	7,667
Casual	13,750	13,654	21,687
Children's fund	2,400	1,270	4,379
Consulting	-	6,000	-
Employee assistance plan	800	823	1,789
Furniture and equipment	10,000	2,380	18,410
Hydro	2,340	2,336	2,323
Info technology costs	7,400	12,814	9,847
Insurance	16,000	23,199	18,746
Janitorial services	6,170	4,813	6,258
Office supplies and expenses	25,618	21,755	27,728
Professional fees	12,000	7,109	8,621
Public relations	13,000	16,360	12,400
Self-evaluation	-	20,000	-
Salaries and benefits	349,555	358,147	400,975
Service agreements and rent	32,300	-	-
Telephone	23,000	18,917	25,779
Training and development	15,000	3,970	19,452
Travel and meetings	75,000	79,112	83,931
Vehicle repairs and maintenance	9,675	20,892	19,728
	<u>640,128</u>	<u>630,761</u>	<u>742,753</u>
<b>Income before other item</b>	<u>(191,098)</u>	<u>(162,988)</u>	<u>(199,583)</u>
<b>Other Item</b>			
Transfer from Maintenance - Federal	-	188,582	-
<b>Deficit for year</b>	<u>(191,098)</u>	<u>25,594</u>	<u>(199,583)</u>
<b>Capital purchases out of surplus</b>			
Capital asset purchases	<u>(191,098)</u>	<u>25,594</u>	<u>18,346</u>
<b>Deficiency of revenue over capital asset purchases</b>	<u>\$ (191,098)</u>	<u>\$ -</u>	<u>\$ (217,929)</u>

**Sandy Bay Child and Family Services Inc.  
Statement of Operations - Maintenance - Provincial  
(Unaudited)**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
Provincial funding	\$ 4,119,000	\$ 4,783,982	\$ 4,095,514
<b>Expenses</b>			
Age of majority allowance	3,000	4,996	3,704
Assessments	-	14,611	-
Bad debt	500	636	524
Discretionary	65,000	65,262	58,372
Emergency receiving	20,000	19,655	19,574
Funeral expense	-	6,908	-
Health	19,000	23,722	16,875
Initial clothing	8,500	13,706	10,004
Legal	120,000	105,783	128,259
Respite	575,000	656,198	585,850
Room and board	3,000,000	3,369,791	3,000,830
Special needs	23,000	19,653	23,067
Therapy	75,000	94,845	75,543
Transportation	210,000	215,868	208,460
	<u>4,119,000</u>	<u>4,611,634</u>	<u>4,131,062</u>
<b>Surplus (deficit) for year</b>	<b>\$ -</b>	<b>\$ 172,348</b>	<b>\$ (35,548)</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Sandy Bay Child and Family Services Inc.  
Statement of Operations - Maintenance - Federal  
(Unaudited)**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
A.A.N.D.C.	<u>\$ 2,011,700</u>	<u>\$ 2,163,849</u>	<u>\$ 2,150,000</u>
<b>Expenses</b>			
Foster Home:			
Age of majority allowance	5,000	3,997	5,000
Discretionary	24,000	21,212	21,518
Emergency receiving	13,425	8,020	13,425
Health	26,000	33,536	24,918
Initial clothing	13,000	10,142	8,770
Respite	275,000	269,774	274,401
Room and board	1,150,000	1,046,133	1,138,342
Special needs	120,800	82,346	124,902
Transportation	86,000	71,239	85,052
	<u>1,713,225</u>	<u>1,546,399</u>	<u>1,696,328</u>
Group Home:			
Room and board	475,000	343,591	447,157
<b>Total expenses</b>	<u>2,188,225</u>	<u>1,889,990</u>	<u>2,143,485</u>
<b>Surplus before other items</b>	<u>-</u>	<u>273,859</u>	<u>6,515</u>
<b>Other Items</b>			
Transfer to Core - Federal		(188,582)	-
<b>Surplus for year</b>	<u>\$ (176,525)</u>	<u>\$ 85,277</u>	<u>\$ 6,515</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Sandy Bay Child and Family Services Inc.**  
**Statement of Operations - Operations - Core - Provincial**  
**(Unaudited)**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
First Nations of Southern Manitoba	\$ 658,071	\$ 637,720	\$ 595,968
Revenue	50,000	58,581	-
	<b>708,071</b>	<b>696,301</b>	<b>595,968</b>
<b>Expenses</b>			
Board honorarium	12,000	9,374	9,180
Board travel and training	20,880	4,678	6,124
Casual	50	74	306
Building repairs and maintenance	7,140	8,690	21,937
Furniture and equipment	11,700	2,641	10,268
Info technology costs	-	1,417	2,572
Hydro	2,656	2,119	2,580
Insurance	24,000	34,799	28,118
Janitorial	3,480	3,051	4,127
Professional fees	18,000	10,663	12,932
Office supplies and expenses	7,600	12,111	11,334
Salaries	524,332	537,221	601,463
Service agreements and rent	32,300	21,770	32,504
Telephone	6,825	6,030	6,879
Training and staff development	8,500	12,423	8,445
Travel	7,000	11,147	7,866
	<b>686,463</b>	<b>678,208</b>	<b>766,635</b>
<b>Surplus (deficit) for the year</b>	<b>\$ (28,392)</b>	<b>18,093</b>	<b>(170,667)</b>
<b>Capital Purchases out of surplus</b>			
Capital asset purchases	\$ (28,392)	16,787	-
<b>Excess (deficiency) of revenue over capital asset purchases</b>	<b>\$ (28,392)</b>	<b>\$ 1,306</b>	<b>\$ (170,667)</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Sandy Bay Child and Family Services Inc.  
Statement of Operations - Prevention/Least  
Disruptive Measures - Federal  
(Unaudited)**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
A.A.N.D.C.	\$ 1,157,991	\$ 1,157,991	\$ 1,157,991
<b>Expenses</b>			
Family enhancement	272,800	205,948	238,692
Family support	36,500	25,387	13,439
Information technology	13,000	11,333	12,983
Professional development and training	5,150	8,888	7,625
Repairs and maintenance	-	-	16,900
Salaries and benefits	493,048	460,844	490,133
Travel	85,000	67,935	66,790
Wilderness camp	252,493	166,827	174,935
	<u>1,157,991</u>	<u>947,162</u>	<u>1,021,497</u>
<b>Surplus for year</b>	\$ -	\$ 210,829	\$ 136,494

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Sandy Bay Child and Family Services Inc.**  
**Statement of Operations - Prevention/Differential Response -**  
**Provincial**  
**(Unaudited)**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
First Nations of Southern Manitoba	\$ 115,977	\$ 113,311	\$ 115,974
<b>Expenses</b>			
Family enhancement	28,242	29,207	35,400
Professional development and training	150	571	1,644
Program costs	12,000	13,684	16,196
Salaries and benefits	50,607	50,762	47,785
Travel	11,377	14,038	13,967
	102,376	108,262	114,992
<b>Surplus for year</b>	\$ 13,601	\$ 5,049	\$ 982

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.



**Sandy Bay Child and Family Services Inc.  
Statement of Operations - Protection - Provincial  
(Unaudited)**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
First Nations of Southern Manitoba	\$ 1,174,196	\$ 1,290,021	\$ 1,256,607
<b>Expenses</b>			
Family support	29,750	23,442	15,565
Information technology	41,470	65,549	38,895
Other	-	-	14,606
Professional development and training	11,200	7,760	12,883
Program costs	434,914	501,378	439,229
Salaries and benefits	897,689	931,343	929,992
Travel	43,915	45,400	54,467
	<b>1,458,938</b>	<b>1,574,872</b>	<b>1,505,637</b>
<b>Deficit for year</b>	<b>\$ (284,742)</b>	<b>\$ (284,851)</b>	<b>\$ (249,030)</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Sandy Bay Child and Family Services Inc.  
Statement of Operations - Protection - Federal  
(Unaudited)**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
A.A.N.D.C.	\$ 1,939,414	\$ 1,939,415	\$ 1,743,767
<b>Expenses</b>			
After hours	62,000	52,563	20,800
Family support	2,700	3,515	1,291
Information technology	22,200	21,250	22,202
Legal	80,000	67,509	79,802
Professional development and training	13,400	15,595	11,807
Program costs	282,800	254,196	286,900
Salaries and benefits	1,043,463	988,169	1,018,638
Travel	71,950	69,372	72,517
	<b>1,578,513</b>	<b>1,472,169</b>	<b>1,513,957</b>
<b>Surplus for year</b>	<b>\$ 360,901</b>	<b>\$ 467,246</b>	<b>\$ 229,810</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements

**Sandy Bay Child and Family Services Inc.  
Statement of Operations - Child Tax Benefit  
(Unaudited)**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
CTB - Federal	\$ 466,000	\$ 403,044	\$ 461,884
CDB - Federal	6,000	5,442	10,113
CTB - Provincial	856,400	974,768	822,287
CDB - Provincial	3,600	1,584	9,992
Interest	1,500	2,149	1,249
	<u>1,333,500</u>	<u>1,386,987</u>	<u>1,305,525</u>
<b>Expenses</b>			
CDB - provincial children	14,700	11,666	14,885
Child tax benefit expenses	238,900	158,654	245,222
CSA - provincial children	856,400	974,768	822,287
Office	40	30	37
	<u>1,110,040</u>	<u>1,145,118</u>	<u>1,082,431</u>
<b>Surplus for year</b>	<u>\$ 223,460</u>	<u>\$ 241,869</u>	<u>\$ 223,094</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Sandy Bay Child and Family Services Inc.  
Statement of Operations - Anishinabe Nini Men's Healing**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
Province of Manitoba	\$ 54,922	\$ 45,000	\$ 45,000
Incomplete projects	-	9,922	41,396
	<b>54,922</b>	<b>54,922</b>	<b>86,396</b>
<b>Expenses</b>			
Equipment and supplies	30,856	26,094	57,905
Wages and honorarium	16,066	10,825	9,675
Travel	8,000	4,149	8,894
	<b>54,922</b>	<b>41,068</b>	<b>76,474</b>
<b>Surplus before other item</b>	<b>-</b>	<b>13,854</b>	<b>9,922</b>
<b>Other Item</b>			
Incomplete, end of year		(13,854)	(9,922)
<b>Surplus for year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Sandy Bay Child and Family Services Inc.  
Statement of Operations - Family Violence Prevention Project -  
Anishinabe Ikwe**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
A.A.N.D.C.	\$ 14,000	\$ 14,000	\$ -
Incomplete projects	-	-	11,432
	<b>14,000</b>	<b>14,000</b>	<b>11,432</b>
<b>Expenses</b>			
Equipment and supplies	8,650	7,629	8,926
Wages and honorarium	3,350	3,350	2,500
Travel	2,000	3,000	-
	<b>14,000</b>	<b>13,979</b>	<b>11,426</b>
<b>Surplus for year</b>	<b>\$ -</b>	<b>\$ 21</b>	<b>\$ 6</b>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

**Sandy Bay Child and Family Services Inc.  
Statement of Operations - Strong Young Woman, Strong Young Man**

<b>For the year ended March 31</b>	<b>Budget</b>	<b>2017</b>	<b>2016</b>
<b>Revenue</b>			
Revenue	\$ 30,000	\$ 30,000	\$ -
<b>Expenses</b>			
Administrative costs	80	80	-
Equipment, supplies and food	15,740	15,740	-
Travel	4,490	4,490	-
Wages and honorarium	9,690	9,690	-
	<u>30,000</u>	<u>30,000</u>	<u>-</u>
<b>Surplus for year</b>	\$ -	\$ -	\$ -

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements

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## **Review Engagement Report on Supplementary Financial Information**

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To the Directors of  
**Sandy Bay Child and Family Services Inc.**

At the request of **Sandy Bay Child and Family Services Inc.**, we have reviewed the Schedule of Salaries, Honoraria, Travel Expenses and Other Remuneration and the Schedule of Federal Government Funding for the organization as at March 31, 2017, calculated pursuant to the requirements of the Department of Aboriginal Affairs and Northern Development Canada and Health Canada 2016-2017 Year-end Reporting Handbook.

Our review was made in accordance with Canadian generally accepted standards for review engagements and accordingly consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the organization.

A review does not constitute an audit and consequently we do not express an audit opinion on these schedules.

Based on our review, nothing has come to our attention that causes us to believe that these Schedules of Salaries, Honoraria, Travel Expenses and Other Remuneration and the Schedule of Federal Government Funding is not, in all material respects, in accordance with the requirements of the Department of Aboriginal Affairs and Northern Development Canada and Health Canada 2015-2016 Year-end Reporting Handbook.

Chartered Professional Accountants

August 1, 2017  
Brandon, Manitoba

**Sandy Bay Child and Family Services Inc.  
Schedule of Federal Government Funding  
(Unaudited)**

**For the year ended March 31, 2017**

<b>Federally Funded Programs and Services Directly Funded by the Government of Canada</b>	<b>Federal Funding Received</b>	<b>Unexpended Funding Beginning of Year</b>	<b>Adjustments</b>	<b>Total Funding Available</b>	<b>Funding Expended</b>	<b>Unexpended Funding End of Year</b>
<b>A.A.N.D.C. Social Development</b>	<b>\$ 5,716,784</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,716,784</b>	<b>\$ 5,716,784</b>	<b>\$ -</b>



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## Management's Responsibility for Financial Reporting

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The accompanying financial statements of the Sandy Bay Child and Family Services Inc. and all the information in this annual report are the responsibility of management and have been approved by the Chairman on behalf of the Board of Directors.

The financial statements have been prepared in accordance with Canadian Generally Accepted Accounting Principles. Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly, in all material respects.

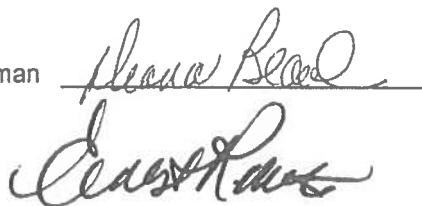
The Corporation maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the Corporation's assets are appropriately accounted for and adequately safeguarded.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the statements.

The Board of Directors reviews and approves the Corporation's financial statements. The Board of Directors meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the annual report, the financial statements and the external auditor's report. The Board of Directors also considers the engagement of the external auditors.

The financial statements have been audited by BDO Canada LLP in accordance with Canadian generally accepted auditing standards on behalf of the members. BDO Canada LLP have full and free access to the Board of Directors.

Chairman

The image shows two handwritten signatures in cursive. The top signature is written over a horizontal line and appears to read "Shawn Beaud". The bottom signature is more stylized and appears to read "David Hume".