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Message from the President and Chief Executive Officer

Leila Macumber, Board President and Kerry Francis, Chief Executive Officer



There are few constants in the field of child and family services, but one of them is that change is both frequent and inevitable. Throughout the 2021-22 year, Nogdawindamin Family and Community Services has striven to remain responsive and adaptable to changing circumstances and to the changing needs of the children, families, and communities whom we serve. As successive waves of COVID-19 rose and fell, our workforce successfully pivoted from in-person delivery to virtual services and back again. When forest fire evacuees from a remote community needed assistance, our Agency stepped forward as a community partner to help those displaced families feel welcome during their time away from home. When the discovery of unmarked graves re-opened the

traumatic wounds of the past for our people and communities, our Anishinaabe Aadziwin staff were quick to offer support for those who were forced into mourning all over again.

Another major development during the year was the announcement that the Federal Government had reached an Agreement-In-Principle with the Assembly of First Nations and Chiefs of Ontario to reform the federal First Nations Child and Family Services Program, which accounts for almost all our prevention funding. In the year ahead, Nogdawindamin will continue to engage in dialogue with our federal partners at Indigenous Services Canada to understand the coming changes and we will be meeting with communities to chart out new approaches to prevention service delivery.



While some changes that occurred during the year arose from externalities, others were initiated directly by our Agency. The 2021-22 year saw the introduction of a new, dedicated Kinship Services team to support placements and better meet the needs of kinship caregivers. We revamped our service complaints handling processes and developed new training for employees, placing a renewed emphasis on the importance of addressing complaints swiftly and professionally. We embarked on the creation of a new strategic plan that will guide our priorities and operations over the next several years. Nogdawindamin also continued to collaborate with North Shore First Nations and collaterals to prepare for a future where communities will have greater control over child and family services, building towards the eventual exercise of full community jurisdiction over child welfare matters, in accord with First Nations' inherent rights.

We would like to acknowledge our outgoing board members, Harvey Bell, Karen Bell, and Valerie Richer for their service and dedication to Nogdawindamin. We would also like to recognize Adele Madigan, our outgoing Elders Council member from Batchewana First Nation for her contributions to the Agency. As we have grown, the guidance from our board and the moral leadership provided by our Elders Council have been essential in helping us continue to row together and navigate the changing waters in which we find ourselves. Reflecting on all that has happened, we are pleased to bring forward this Annual Report detailing our activities and achievements from the preceding year. As events occur and circumstances continue to change, Nogdawindamin will continue to adapt and evolve, but our commitment to our children and families will never waver. **Chi-Miigwetch.**

A handwritten signature in blue ink, appearing to read 'Leila Macumber'.

Leila Macumber, Board President

A handwritten signature in blue ink, appearing to read 'Kerry Francis'.

Kerry Francis, Chief Executive Officer

Communities of the North Shore Tribal Council



Batchewana First Nation - Chief Dean Sayers

Kim Lambert, Chief Executive Officer
Natalie Atkinson, Chief Operating Officer

Garden River First Nation - Chief Andy Rickard

Jessica Grawbarger, Health Director



Thessalon First Nation - Chief Edward Boulrice

Brandie Ferneyhough, Health and Social Services Director

Mississauga First Nation - Chief Bob Chiblow

James Cada, Director of Operations



Serpent River First Nation - Chief Brent Bissaillon

Leila Macumber, Health Director

Sagamok Anishnawbek - Chief Alan Ozawanimke

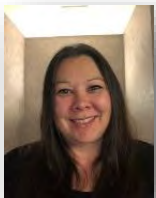
Nicole Eshkakogan, Community Wellness Director



Atikameksheng Anishnawbek - Chief Craig Nootchtai

Carmen Nootchtai, Director, Health & Community Wellness

Our Board of Directors



President - Leila Macumber is a member of Serpent River First Nation. Community Wellness Manager. "Ozhaawashko-Giizhig Kwe" – Blue Sky Lady, graduated from the University of Windsor with a Bachelor's in Nursing Degree. Leila comes to Nogdawindamin with 25 years of experience in the Health and Social Services field. She currently sits on several Boards and Committees. Leila is a dedicated hockey mom and loves her time at the rink. She is serving her third term as a board member and second as President with Nogdawindamin.

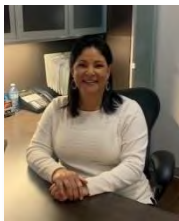
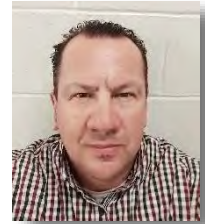
Vice President - Brandie Ferneyhough is a member of Thessalon First Nation and works as the Health and Social Services Director. "Animikii Kwe" - Thunder Woman from the Bear Clan. Brandie comes to Nogdawindamin with 18 years of experience in provincial, federal, and urban Indigenous government organizations across Ontario. Backed by frontline, human resources, and not-for-profit governance experience, she is serving her fifth term as a board member with Nogdawindamin.





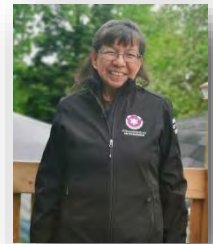
Secretary/Treasurer - Gloria Daybutch is from the Turtle clan. She has been a Board appointee for the Mississauga First Nation since February 2020. Gloria sits on the NFCS Services Committee. She has a degree in Psychology from the University of Toronto and has master’s certificates in Conflict Resolution (York University), and Executive Change Leadership (University Health Network).

Director – Mark McCoy is a member of the Bear Clan from Batchewana First Nation. He is currently in his second term as a member of council for BFN. Mark and his wife have been Alternative Care parents with Nogdawindamin for over 10 years. Mark has worked in Federal and Provincial corrections for 20 years. In his spare time, he loves hunting, fishing, and spending time with family.



Director – Brandi Nolan is a member of Garden River First Nation. Brandi was appointed to the Board by Chief and Council and is currently serving her first term. She is an elected member of Council for Garden River and was first elected in 2011. “Nimkii Benesi Kwe” Thunderbird Woman is from the Marten Clan. Brandi is employed by Garden River First Nation as the Governance Specialist. She currently sits on several Boards and Committees.

Director – Darlene Shawbonquit Atikameksheng Anishnawbek. Darlene is a new member to the Nogdawindamin Board of Directors. Darlene has worked for Atikameksheng for the last 25 years as Children Programmer, Wellness Coordinator, Health Programs Manager, Director of Education and Social Services and currently the Director of Social Services. Darlene is a passionate about her current role and wants to ensure that families have the support, services, and programs to move forward with stronger and healthier foundation.



Director - Rhonda Stonepoint-Trudeau Sagamok Anishnawbek. Rhonda has now served on the Nogdawindamin board for two years. Rhonda has worked in the Social Services field for the last 26 years as a frontline worker in the capacity of Community Awareness Team Leader, Youth Worker, Family Support Worker, Child & Family Advocacy Manager. Rhonda is a very active member of Sagamok Anishnawbek.

Outgoing Board Members

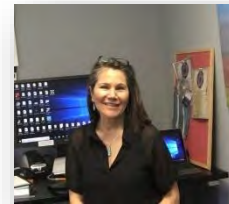
Harvey Bell Nogdawindamin is pleased that Harvey will be carrying on his service to the Agency as a member of the Elders’ Council. For Harvey’s biography, please see his entry in the Elder’s Council section.





Karen Bell was born and raised in Garden River First Nation. Karen pursued post-secondary education in Ottawa. Karen is a single parent of a previously fostered, and now adopted son. Previous employment with Indian and Northern Affairs Ottawa, Correctional Officer at Ottawa Detention Center, and Police Officer with Toronto Police Services. Currently, a police officer with Anishinabek Police Services and has completed over 30 years of service. Now, the interim Inspector or Anishinabek Police Services Central Region. Currently a board member of Victim Services of Algoma, Phoenix Rising, coaching staff for Team Ontario Female (9 years) for the NAHC and Head Counselor of Garden River First Nation leadership.

Valerie Richer is a member of Atikameksheng Anishnawbek and was appointed to the Board by Gimaa and Council. She is a member of the Elk Clan and previously was Gimaa and legal counsel for Atikameksheng. She is a graduate of the Faculty of Law at the University of Ottawa and has a Bachelor of Arts from Laurentian University. She is also a current member of the Indigenous Bar Association and the Law Society of Ontario. She continues to work in administrative law and human rights.



NAADMAAGEJIK – Elder’s Council

Nogdawindamin is very privileged to have the ongoing support and guidance of our Elder’s council. Each First Nation appointed the 7 Elders. The Agency has utilized their expertise and experience to assist in enhancing service delivery. The Elders are consulted regarding planning events, language, and cultural practices. They are a big part of our many events, including cultural ceremonies, Alternative Care appreciation, Pow Wow, and Social and Culture Camps. Our Elder’s council provides our Anishinaabe names for our programs.



Harvey Bell was born on January 21, 1946. He attended St. Mary’s, St. Thomas, Sir James Dunn, Sault Tech, and Sault College. He has 4 sisters, 2 brothers, 1 daughter, and 1 granddaughter. He has spent many years serving Batchewana First Nation, including 6 years as Chief, and is a pipe carrier, pipe maker, makes medicines, and is part of a Rock and Roll Band.

Emma Meawasige is a member of Serpent River First Nation. She is 83 years young and spent 4 years in St. Joseph Residential School (Spanish), she is fluent in the language and is also an Elder for the North Shore Tribal Council.



Rose Mary Pine was born in and represents Garden River First Nation. She attended Hamilton Hospital for 2 years and also attended St. Joseph Residential School (Spanish). Rose Mary has 3 sisters, 1 brother, 5 children (3 boys and 2 girls) as well as 7 grandchildren and 2 great-grandchildren.

Mary Quisess Simon was born a member of Eabametoong First Nation & attended high school in Kenora as a boarding student. She worked for 40 years as a Personal Support Worker and she now lives in Thessalon First Nation. She has 1 sister, 2 brothers, 2 male



children, has raised 3 stepchildren and a niece, and has 7 grandchildren and 7 great-grandchildren.



Gertrude Nootchtai was born on October 13, 1945, and is from Atikameksheng Anishnawbek. She attended Whitefish Lake Day School, St. Joseph Residential School (Spanish), Sudbury Secondary High School and Cambrian College. Raised by her grandparents, she has 2 sisters, 3 brothers, 1 son, 3 grandchildren, and 1 great-grandchild.

Grace Manitowabi was born on July 15, 1945 and represents Sagamok Anishnawbek. She attended Mount St. Joseph College. Her father's name is Louis Toulouse, her mother's name is Henrietta Eshkokogan, and she has 9 siblings, 2 children, and 5 grandchildren.



Willard Pine was born on June 3, 1939, and lives in Mississauga First Nation. He lived with foster parents, Dave and Maggie Morningstar, and attended reserve school until grade 8 and trade school to grade 10. He has 9 siblings, 9 children, 23 grandchildren and 34 great-grandchildren. He has served a term as Chief of Mississauga First Nation and now serves on T.E.K. Elder's Committee and Nogdawindamin Elder's Council.

Outgoing Elders' Council Member

Adele Madigan Batchewana First Nation. Gago Gay Equay "Raven Woman" from the Turtle Clan. BA from Laurentian University. Councillor, Batchewana First Nation. Board Member, SSM Indian Friendship Centre.



New and Noteworthy in 2021-22

Response to Unmarked Graves

In May of 2021, all of Canada was shocked by the discovery of 200 suspected unmarked graves at a former residential school in Kamloops, British Columbia. This and other subsequent discoveries of probable gravesites at other residential schools led to a wave of grief and mourning, including throughout the North Shore, which was the site of several former residential and day schools.

In response, the Agency's Anishinaabe Aadziwin team hosted numerous sacred fires throughout the summer and fall at multiple locations within the region to support families and communities experiencing trauma related to residential schools and the unmarked graves discoveries. The Agency also accepted a donation of shoes placed at a spontaneous



Shoes on the steps of Algoma University in memory of residential school victims.

memorial at Algoma University, which was formerly the Shingwauk Residential School. Upon being received, the shoes were smudged and had appropriate ceremonies completed by Elders and Knowledge Keepers of the Agency, prior to being categorized and prepared for distribution to North Shore children and families.

Support for Forest Fire Evacuees

In the summer of 2021, Nogdawindamin joined with many communities and community partners to help support First Nations evacuees who had been displaced due to the threats posed by forest fires in different parts of Northern Ontario. Nogdawindamin staff collected donations for more than 100 evacuees from North Spirit Lake who were temporarily lodged in Sault Ste. Marie and the agency helped plan and coordinate activities for the evacuees. Members of the Anishaanabe Aadziwin team also stepped forward to help the visitors feel welcome, providing fishing rods for the evacuees to use and meeting with younger children for snacks and story time. Staff from Nogdawindamin's mental health programs also provided support to the North Spirit Lake guests during their stay.

Memorandum of Understanding with Sault College

On November 4, 2021, Nogdawindamin Family and Community Services (NFSC) hosted representatives from Sault College at Garden River First Nation's Teaching Lodge to hold a ceremony and formalize a collaboration agreement between the two organizations through the signing of a Memorandum of Understanding (MOU).



CEO Kerry Francis and Dr. Ron Common, President of Sault College of Applied Arts and Technology at the MOU signing ceremony on November 4th.

The MOU will allow for increased Indigenous-specific experiential learning for Sault College students, enhance engagement opportunities for youth transitioning out of care to promote Sault College as a viable post-secondary option or work with Employment Solutions to support their success through employment. The partnership will also allow for the development of certificate/diploma and micro-credential programs to meet the hiring needs of Nogdawindamin.

Through this MOU, Nogdawindamin and Sault College hope to create and support further collaborative opportunities for the benefit of Indigenous learners and communities and will establish a basis for a long-term relationship founded upon mutual trust, respect, and understanding.

Prevention Services



Anishinaabe Aadziwin (Looking After Native Culture & Way of Life) – Cultural Services Program

Even with some periods of restricted activity due to the COVID-19 pandemic, the Anishinaabe Aadziwin program experienced a busy year in 2021-22. The program completed **1,624** referrals during the year, with referrals increasing each quarter, and provided **9,397** hours of direct service and **3,922** hours of indirect service. Fifteen sessions of the Anishinaabe Aadziwin Pathways training program were also offered, with 142 Agency staff participating. More than 200 Nogdawindamin employees have taken the training since the Pathways program’s inception.

Anishinaabe Aadziwin Service Volumes, 2021-22

	Q1	Q2	Q3	Q4	Total
Referrals	336	356	424	508	1624
Direct Service Hours	1376.6	3199.06	1822.7	9397.01	9397.01
Indirect Service Hours	801.85	836.65	936.55	1347.5	3922.55

Cultural Services led and organized many events throughout the year, including online events such as the Agency’s quarterly staff gatherings and two virtual hand drum socials. Land-based and in-person events were held as COVID restrictions permitted, with major activities including fall and winter harvesting camps, a fall fasting camp, and maple syrup making in the spring. A 12-week Rights of Passage program for youth began in January and concluded in April. A traditional Pow Wow—the Agency’s first since the onset of the pandemic—was hosted in Greater Sudbury in March with more than 400 participants attending. The team also made and distributed 170 moss bags to North Shore First Nations children as part of a series of Tikinagan Teachings held throughout the Agency’s service region.



Dancers at the Anishinaabe Aadziwin traditional Pow Wow, held on March 26th, 2022 in Greater Sudbury.

A new service for Agency staff introduced during the year was the Cultural Mentorship program. Debuting in October 2021, the Cultural Mentor provides education, guidance, and coaching to employees, with an emphasis placed on the importance of learning about cultural practices, teachings, and ceremonies that can be integrated into daily work. The Cultural Mentor also helped arrange community story presentations from North Shore First Nation and has developed training on Family Circles and Case Conferencing.

Cultural Services staff also constructed new teaching lodges in Atikameksheng Anishnawbek, Mississauga First Nation, and Serpent River First Nation, to complement the teaching lodge built last year in Garden River First Nation.

Children’s Mental Health

The Children’s Mental Health program completed a successful year in providing culturally based mental health supports to families while adhering with the Agency’s vision and mission of strengthening families and communities. The program provides confidential and voluntary mental wellness supports to children aged 4-24 as well as to parents and caregivers.

Children’s Mental Health Counselling Services – 2021-22						
Direct Service Hours	Indirect Service Hours	Closed File Support Hours	Total Service Hours	Children Served	Adults Served	Total Served
9,751:20	20,500:25	29:35	30,281:20	406	38	444

Highlights for Children’s Mental Health in 2021-22 included the establishment of cultural groups for youth throughout the year, including a youth drumming group. As well, a new pre and post wellness service was implemented to better inform service practice and client outcomes. The program also continued to employ a flexible approach to service delivery in order to respond to changing circumstances with the COVID-19 pandemic.

Adult Mental Health

The Agency’s Adult Mental Health services program provides comprehensive mental wellness supports to parents and caregivers (aged 19 and over) from the North Shore First Nations who have a child involved with Nogdawindamin’s protection services. The goal of the program is to prevent or lessen the involvement of families with child welfare. The service continues to maintain strong relations with each community through regular communication, enhanced community engagement through case reviews, and quarterly reviews with communities where the Agency is experiencing referrals from community partners.

Adult Mental Health Services – 2021-22						
Direct Service Hours	Indirect Service Hours	Closed File Support Hours	Total Service Hours	Adults Served	Children Served	Total Served
3,967:25	9,598:10	16:20	13,581:55	218	4	222

A notable accomplishment for Adult Mental Health was the facilitation of Red Path Addictions Training. All members from the AMH team are now trained in this important program that helps practitioners address the underlying problems associated with addictive behaviours. The AMH program also achieved a reduction in its waitlist during the year; this was facilitated through virtual services and single-session counselling supports.

Wellness Centre

Since beginning operations in 2018, the Wellness Centre has evolved from a primary care mental health service to a more specialized mental health service that offers child psychiatric services within Nogdawindamin. Children and youth received individualized treatment plans and follow up by a consulting child psychiatrist who is on a fee for service arrangement.

Children and Youth Wellness Centre activities include psychiatric consultations with a Child Psychiatrist, nursing assessments/planning/interventions, psychotropic medication reviews, recommendations for Jordan’s Principle submissions, follow-up appointments, monitoring prescriptions, consultation, and admission into hospital of high-risk youth.

Community	# of Service Users
Atikameksheng	8
Batchewana	12
Garden River	7
Mississauga	1
Sagamok	7
Serpent River	4
Thessalon	3

Caseloads at the Wellness Centre remained steady during 2021-22, with an average of 27 children and youth receiving service each month.

Behavioural Model

Nogdawindamin’s Behavioural Therapy Model provides Applied Behaviour Analysis services for children and youth with developmental and behavioural concerns. The program offers culturally based behavioural services to members (or affiliates) of the Seven First Nations along the North Shore. Clients are eligible if they have a recommendation for Applied Behaviour Analysis Therapy by a medical/psychological professional. Additionally, clients must have approved funding through Jordan’s Principal.

Community	# of Service Users
Atikameksheng	2
Batchewana	11
Garden River	1
Mississauga	2
Sagamok	4
Serpent River	1
Thessalon	3

Through parent coaching opportunities and direct one-to-one support, the Behavioural Model Program aims to increase families’ well-being, improve the home environment, mitigate Child Welfare concerns (e.g., teach appropriate behaviour management strategies), and keep children in the home with their natural caregivers.

In early February 2022, Behavioural Services introduced two new evidenced based afterschool ABA based social skills group therapies. The first, titled The Children’s Friendship group, is a 13-week program that teaches critical skills need for children to learn how to both make and keep friends. In the second group, titled Early Learner’s social group, children learn early social skills through their group interactions over the course of 15 weeks, using a curriculum model called ThinkSocial.

Specialized Services – Volunteer Program – Volunteer Drivers and Baby Cuddlers

The Specialized Services (Volunteer) Program supports two areas in 2021-22: Volunteer Drivers and Baby Cuddlers. The volunteer drivers transport children, youth, and families to scheduled activities, events, school, appointments, and Parenting Time visits. Services are also provided to biological parents who require transportation to visits or appointments. Baby Cuddlers provide cuddling services to caregivers that require respite. Cuddlers are in direct contact with infants and their parents and caregivers. Cuddling services are provided to comfort newborn infants who are medically fragile and in the NICUs in Sault Area Hospital and Health Sciences North, Sudbury.



The Agency has also traditionally provided volunteer support in a third area with a youth mentoring program. Mentors take the lead in supporting a young person through an ongoing, one-to-one relationship and serving as a positive role model. Unfortunately, COVID-19 complexities forced the program to be placed on hold in 2020-21 and it remained on hold during 2021-22.

Volunteers fulfill an important role within Nogdawindamin. To express the Agency's appreciation for the work they do, in the past year all volunteers received Nogdawindamin jackets, smudge bundles, and a Christmas card and gift. To help limit the risks posed by COVID-19, drives also received personal protective equipment kits and had vehicle screen guard shields delivered to them courtesy of the Agency. Training provided to volunteers during the year including orientation, cultural training and smudging, service complaints training, and an information session on the Parenting Time program.

Parenting Time (Access Support Program)

Nogdawindamin currently offers Parenting Time services from seven sites across the region. Where appropriate, Parenting Time visits can also occur at alternate locations, such as at a parent's residence or in the community. The goal of the program always remains family reunification. Differing levels of supervision are employed based on the progression of participants and goals achieved, with supervision being reduced as caregivers achieve more of their wellness goals.

Children's Support workers employ therapeutic approaches and offer tools to equip parents to meet the needs of their children more effectively by increasing connections and engagement. The program supports access with extended family members as well, to ensure their continued connection with family. Customized plans have been established with families and the First Nation communities to maximize the amount of visitation time that can be offered to parents and children. Child Welfare Workers and Child in Care Workers have been integrated into Parenting Time supervision to enhance assessments with families and ensure progression towards family reunification.

Throughout the past year some Parenting Time sessions continued to occur virtually during periods with enhanced COVID-19 restrictions and case counts. As with most other Agency services, Parenting Time was able to resume most in-person sessions during the latter part of the year.

Community Outreach and Prevention Services

Prevention Services focuses on identifying protective factors and an enhanced understanding of how those protective factors contribute to, or explain positive outcomes for children, families, and communities. The 2021-22 year saw the implementation of Nogdawindamin's new approach to prevention services that was developed in the previous year. Two Prevention Services Project Officers began their duties under a new program structure. The Project Officers worked in partnership with community staff in individual First Nations, helping them to address challenges with reporting and financial requirements that are required as part of the Partner Funding Agreements between Nogdawindamin and the communities.

A notable success for the program was the organization and hosting of a regional Prevention Services Conference on October



Dr. Kathleen Absolon at the Prevention Services Conference.

6th, 2021, featuring a keynote presentation from Dr. Kathleen Absolon of Wilfrid Laurier University. In all, 89 attendees from across the North Shore participated in the conference, the theme of which was “Healing Through Reconciliation.”

The Project Officers also worked hard to be visible in the North Shore communities, attending community events focused on prevention activities, however, the restrictions arising from successive COVID-19 waves throughout the year had a significant impact on Community Prevention services as many meetings and planned activities had to be rescheduled or cancelled.

Family Treatment Project

The Family Treatment Project was established in response to the large number of families involved in child welfare matters because of parental mental health and addictions concerns. The project is documenting current addictions and mental health services available to the seven North Shore First Nations communities and assessing the need for a Family Treatment Model to further address addictions needs of community members as they intersect with matters of child welfare.



An area of emphasis for the project during the latter part of the year was the planning of a regional Family Treatment Conference, which subsequently took place in May, 2022.

Training provided during the year to community frontline workers included Redpath training, Indigenous Evaluation with Johnston Research, and Resiliency Documentary.

Nokomis Kidwaa - Grandma’s and Aunties Program

The Nokomis Kidwaa Program is a traditional program that uses the gifts, skills, and knowledge of the participating grandmas and aunties to provide mentorship to families to ensure children remain in the home or reunite children with families that have been taken to places of safety. Through traditional sharing circles and activities, the mentors promote healthy relationships and lifestyles that bring children, youth, adults, and Elders together. Grandmas and Aunties use ceremonies and land-based teachings which include seasonal ceremonies, hunting, fishing, and gathering activities. Each North Shore First Nation has developed its own approach to the program in accord with the local needs of the community.

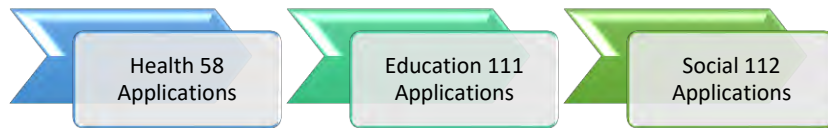
Through individual mentorship, Grandmas and Aunties have encouraged parents to acknowledge their challenges, with some even taking steps to cease using drugs and alcohol. Group activities have also provided more parents and families opportunities to attend cultural ceremonies and land-based activities. An example of this was the Atikameksheng Anishnawbek’s Cultural Days in which grandmas and aunties led the various activities from making corn flour to canning fish.

“We learned about Mental Wellness with Lisa and Canadian Mental Health to pass on to our grandchildren. We know the signs if someone is struggling. My 19-year-old granddaughter was able to know the signs with friends and helped someone who was depressed and thinking about suicide.”

- Grandmas and Aunties Mentor

The Grandmas and Aunties mentors have received training throughout the year, including Duty to Report, Drug Awareness, and Cultural Teachings from Nogdawindamin’s Anishinaabe Aadziwin team. This has allowed participants to gain confidence and skills to help their family members who are struggling.

Jordan’s Principle



The Agency’s Jordan’s Principle Case Managers work closely with families involved with the services of Nogdawindamin to obtain funding to address identified service gaps. During the year, Jordan’s Principle

Case Managers supported 286 Jordan’s Principle applications and received 281 approvals for \$4,887,378.92. Since inception of the program, Jordan’s Principle Case Managers have received over 2,500 approvals for individual applications for North Shore First Nations members and secured over \$16,000,000 to support children and families

In 2021-22, the Jordan’s Principle program expanded into Sagamok Anishnawbek, with the Agency recruiting two Case Managers to work specifically on behalf of the community. The team has also strengthened reporting and relationships with First Nations to improve service navigation and smooth the process for submitting applications to Jordan’s Principle.

Partnership Funding

Nogdawindamin Family and Community Services partnered with our First Nation leads to secure funding for priority initiatives through Jordan’s Principle and the Canadian Human Rights Tribunal. Between April 1st, 2021, and March 31st, 2022, the Agency secured \$6,622,393.90 in additional federal funding that flowed directly to communities and partners. These funds supported the delivery of Children’s Mental Health services, Grandma and Aunties initiative, Child, and Youth Program Centre in Atikameksheng Anishnawbek, and improving Aboriginal Health Access through Maamwesying.

Community / Partner	Funding
Atikameksheng Anishnawbek	\$1,116,569.71
Batchewana First Nation	\$638,210.71
Garden River First Nation	\$1,010,842.71
Maamwesying	\$834,022.65
Mississauga First Nation	\$534,254.71
Sagamok Anishnawbek	\$1,450,153.71
Serpent River First Nation	\$571,215.71
Thessalon First Nation	\$467,123.99
	\$6,622,393.90

Anishnaabe Audzit (Our Way of Life) – Family Well-Being

Family Well-Being is an intensive early intervention program which provides support to families to minimize identified risk of involvement in Child Welfare, mitigating protection concerns and supporting the reunification of families. The program assists

Family Well Being	Q1	Q2	Q3	Q4
New Referrals	57	41	59	105
Families Supported	205	198	154	140
Wellness Plans	149	123	101	112

families in achieving sustainable outcomes by delivering culturally appropriate supports and interventions to achieve effective skills and strategies for independence, resiliency, and diversion of crises. Families are supported in taking control of their own environment and pathway to wellness through self-directed strategies and goal setting. The program supported an average of 174 families each quarter in 2021-22.

Family Well-Being Group	Q1	Q2	Q3	Q4
New Referrals	38	44	50	64
Participants	659	585	730	809

The Family Well-Being Group Program was developed to address commonly identified areas of concern identified by Child Welfare workers. Group programming helps participants learn new skills and build on their family's unique strengths.

Programming is offered face-to-face and virtually, with the aim of building resiliency, confidence, and unity within individuals, families, and communities. Available topics include Red Path, Life Skills, Triple P Parenting, Cultural, Healthy Cooking, Activities of Daily Living, Family Enrichment, and Healthy Relationships. In 2021-22, the Family Well-Being Group Program saw an increase in both referrals and participants over the course of the year.

The Family Well-Being team also supports service users who are facing financial hardships by providing Christmas presents and food baskets, which are purchased with funds contributed by Nogdawindamin employees through payroll deduction. For Christmas 2021, the program assisted 97 families with food baskets, with a total value of \$9, 807.75 and provided 217 children's gifts totalling \$19, 015.05.

Mino Madzwin Youth Justice Program

Since 2008, Nogdawindamin Family and Community Services has been offering a diversion program to Indigenous youth aged 12-17 through the Mino Madzwin Youth Justice Program. The Program is recognized as an alternative measures program under the Youth Criminal Justice Act. Participants complete assigned modules including Substance Abuse, Prosocial Skills, Anger Management and Family and Community. Upon completion of the computer-based program, youth are deemed to have fulfilled the required sanctions imposed by the court and will have their charges withdrawn. Through working with the youths and spreading awareness of the program, the Mino Madzwin Worker has developed positive relationships with Police Authorities and Parole/Probation Officers across the region.

Community	# of Youths
Atikameksheng	3
Batchewana	4
Garden River	4
Mississauga	5
Sagamok	4
Serpent River	4
Thessalon	2

Mino Madzwin Spoke Completion by Quarter

	Anger Management	Substance Abuse	Family and Community	Pro-Social Skills
Q1	0	0	2	5
Q2	0	1	2	1
Q3	2	0	1	1
Q4	0	0	2	0

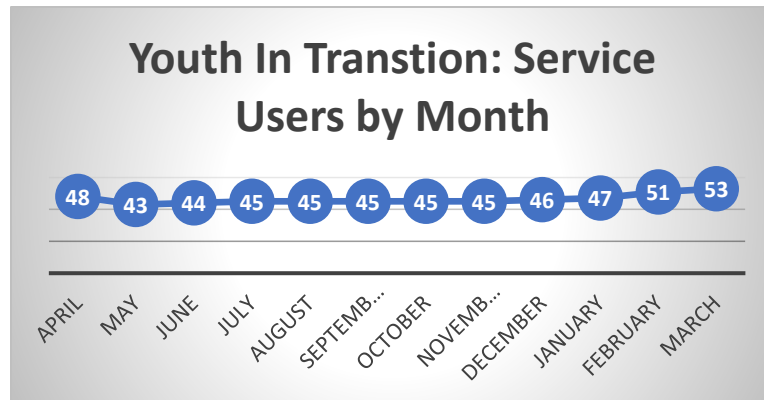
While the youth are completing the spokes, the Mino Madzwin Youth Justice Worker also provides additional support to the youth and their families such as One-on-One Support, Advocacy, Life Skill, Education Support, Encouragement and

Positive Reinforcement, Rehabilitation and Reintegration, Referrals to Internal and External Services and

Cultural Support. The emphasis on building life skills is a huge part of the program. The Mino Madzwin worker spends significant time working one-on-one with youths to build skills in areas such as assertive communication, problem solving, and conflict management.

After a high volume of participants in the previous year, participation and spoke completion began to decline for Mino Madzwin for 2021-22, partly due to COVID complications. In response, the Mino Madzwin worker is reaching out to other program areas across the agency to secure new referrals.

Waankii Yendam – Youth in Transition Program



The Youth in Transition program provides culturally based supports to youth that are transitioning out of the child welfare system into adulthood. The target group are youth between the ages of 16 and 24 who are members of the North Shore First Nations and living within the Nogdawindamin jurisdiction. The youth in the program work one to one with their YIT worker to develop a successful path to independence. The

program offers support in the following areas: housing, education, employment, financial literacy skills, cultural supports, advocacy, links to community resources, healthy relationships, and overall life skills.

A 2021-22 highlight for the Wankii Yendam program was the fifth annual Nogdawindamin Youth Retreat. The retreat took place on September 24-26, 2021, at the Anderson Lake Spiritual Centre. There were 15 youths initially registered and 12 ultimately took part. Throughout the retreat, participants experienced numerous traditional activities, cultural teachings, and life skills presentations, while providing their concerns and thoughts to staff about what transitioning to adulthood means for youth in care.

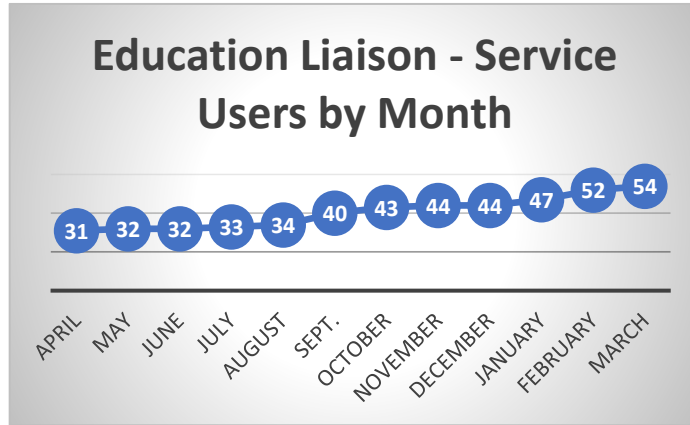
Housing Support Program

Through the housing support program Nogdawindamin assists older youth with obtaining safe, secure, and affordable housing in the community. Thanks to partnerships established by the Housing Support Worker, youths have been able to access supplementary housing supports that reduce market rent costs through subsidized housing and they can also be provided with start up allowances to purchase necessary household items.

The Housing Support Program experienced an increase in usage over the course of the year. At the beginning of the fiscal year the program was supporting five youths. This number increased to eight youths by the end of November 2021 and maintained at that level until the end of the year on March 31st, 2022.

Education Liaison Program

The education liaison program’s goal is to be responsive to the diverse educational needs of our children and youth in care, under customary care agreements and voluntary youth services agreements (VYSA) to provide supports to improve the educational outcomes of children and youth. The Education Liaison Worker acts as a navigator with school boards from Sault Ste Marie to Sudbury to resolve any issues that



may impacting student learning such as, transitions between schools, assessments, suspensions, special education needs. The Liaison Worker also participates in school meetings and ensures that access to culture is incorporated into learning.

The Education Liaison Program saw noteworthy growth during the year. The average monthly users supported by the program increased to 41, versus an average of 30 for 2020-21. The return of sustained in-class learning may partly explain the

increase in use, as numbers increased steadily from August onwards. At year’s end, the program was providing support to 54 learners.

Nogdaawenmishin - Neonatal Caring Services

The Neonatal Caring Services program aims to reduce the number of First Nation infants entering out of home placements at birth and to preserve the integrity of the family unit by mitigating risk. Services and supports are provided in a flexible, non-judgmental, nurturing, respectful and accepting way to Anishnawbek women, who are pregnant, or are post-delivery with an infant under 18 months.



During the 2021/2022 fiscal year, 21 service users delivered their infants while receiving services from the Neonatal team. Of these, 14 remained with their biological caregivers, six (6) were placed with extended family members or out-of-home placements, and very sadly, one child was delivered stillborn.

Community	# of Service Users
Atikameksheng	18
Batchewana	27
Garden River	12
Mississauga	8
Sagamok	22
Serpent River	8
Thessalon	6
Other First Nations	8

Nogdawindamin’s Binoojiin Response Committee developed 27 new Binoojiin Response Plans during the fiscal year. Neonatal Outreach Workers help keep these families together by providing parents with the skills, tools, and support necessary to strengthen parenting capacity and preserve the family unit.

In the coming year, the Neonatal Hub model will be expanding to the east with a new site opening in Atikameksheng Anishnawbek at the Wasakwa Child and Youth Centre. Developed in partnership with the community, the Atikameksheng location will include programming space and a transitional housing unit.

Canadian Human Rights Tribunal



Through the Canadian Human Rights Tribunal Order 411, the Agency secured \$17,568,188.46 to implement additional preventative measures to limit the risk of children and families becoming involved with the Child Welfare system. This funding enabled Nogdawindamin Family and Community Services to assist North Shore First Nations with prevention initiatives and allowed the agency to implement core programs, including Neonatal Caring Services, Family Well-Being, Cultural Services, Grandma's and Aunties, and Mental Health Services.

Language Revitalization Project

In the fall of 2021, Nogdawindamin was notified that it had been successful in obtaining funding through the First Nations Confederacy of Cultural Education Centers (FNCCEC) for the *Ganawedamin Inwewinan-Anishinaabemowin Bimaadiziimagad* (Keeping Our Language Alive) project. The intents of the project are to:

- Document the level of language loss through a need's assessment.
- Create an inventory of language resources available within the region, along with a framework for accessibility and use within child welfare and community-based activities.
- Develop language strategies and action plans in consultation with communities and the North Shore Tribal Council.



Participants listen to a community presentation at the Language Revitalization Conference on March 29th, 2022.

To launch the project, a Community Language Revitalization Conference, *ji-bwaa boon-weh-weh-wi'ying* - before our sound stops - was held in Sault Ste. Marie on March 29th and 30th, with approximately 75 individuals from the North Shore First Nation communities taking part. Attendees participated in language-based activities, learned about community language initiatives, and began outlining ideas for future language revitalization efforts in their communities. A follow-up claim to FNCCEC for the 2023 fiscal year has been completed to ensure the project is able to complete a full year's worth of activities.

Protection Services



Child Welfare

The Child Welfare department continues to work in collaboration with the First Nations across the North Shore to enhance culture, sense of belonging and traditions into the Service Delivery while respecting and addressing each of the community's unique needs.

Intake

During the year, Nogdawindamin processed 1,048 referrals, which was slightly lower than in the previous year (1,158). This led to the opening of 318 investigations. A further 55 child protection files that had been previously closed were also re-opened for investigation. A total of 346 investigations were completed during the year, with 74 files being transferred to Ongoing Protection.

Ongoing

There was a general trend towards a decrease in the number of ongoing files in 2021-22. Over the year, Nogdawindamin served 290 ongoing files, with 201 of these remaining active as of March 31st, 2022. There was a total of 176 subsequent investigations conducted on ongoing files during the year.

Legal Services

Nogdawindamin continues to put significant effort in reducing legal interventions where possible. As effects of the COVID-19 pandemic continued to impact court operations throughout the year, the number of open files remained comparable to 2020/21. The Agency ended the year with 57 open files before the court, including two adoptions in progress that were nearing finalization. There were also six new customary care agreements completed.

New Legal File Openings by Quarter

Q1	Q2	Q3	Q4
5	8	8	0

Out of Home Placements

For the year ending on March 31st, 2022, Nogdawindamin provided service to 309 who required out of home placements. There were 40 children discharged from care during the year, so the Agency finished the year with a total of 269 children in its care under a variety of permanency options, some of which are shown in the sidebar to the right.

The Agency's child in care department works diligently to keep children who need out of home placements connected to their families and communities. The team strives to ensure that children are placed within family placements whenever possible, followed by extended family or close acquaintances within the community. Placements within alternative care homes are used as a last resort.

Children that are placed in care receive a cultural plan to guarantee that a focus is kept on the 13 Rights of the Anishinaabe Child. Children also all supports from other Agency programs and services, such as mental health, the wellness clinic, education liaison, and youth in transition programs. To ensure that the needs of the

PERMANENCY OPTIONS

109

Children placed under customary care agreements specific to the customs and beliefs of each First Nation.

7

Voluntary Youth Service Agreements (VYSA)

45

Continuing Care and Support for Youth (CCSY)

3

Adoptions on Consent

children are met, ongoing case conferences with regards to supports and progress are held with the First Nations.

Kinship Services



In recognition of the importance of supporting kinship placements, the Agency took the step of creating a new regional Kinship team in 2021-22, with a team of four staff and one supervisor established between November 2021 and February 2022. Staff ensure kinship families are surrounded by the supports needed to make placements successful, in turn seeing children remain with family, in their community, and out of care. Supports include monthly home visits, advocacy on behalf of families and referrals to internal and external programs and services. The team work closely with other departments including Family Well-Being, Children’s Mental Health, Culture Services, and have forged good working relationships with the First Nations the agency services.

The number of kinship homes fluctuated over the course of the year. As of March 31st, 2022, the Agency was supporting 55 kinship homes across the service region, with 78 children residing in those homes. The number of kinship placements is expected to grow in the coming

year and Nogdawindamin’s Kinship Services team will be working hard to help meet the needs of new and existing kinship families.

Customary Care

NFCS has collaborated with the North Shore First Nations and created assessments and plans implementing supports to extended family members and community members mitigating risk to children. As of March 31st, 2022, the Agency had 98 Formal Customary Care Agreements in place. Customary Care placements remain the preferred permanency option for our Families and Communities.

98
Formal Customary Care
Agreements
As of March 31st, 2022

Children in Extended Care Review

The Ministry of Children, Community and Social Services’ Children in Extended Care Review took place on November 22-26, 2021. Due to an increase in COVID case counts, most Nogdawindamin staff participated virtually, as did the Ministry Auditors. For this year’s review, 22 files were audited with four of those being noted as high risk. Four youth also completed an online survey and one agreed to an interview with Ministry staff.

Overall, the outcome of the audit was positive, with the auditors noting the following as areas of strength:

- No follow up required for the high-risk youth; supports are appropriate.
- No immediate directives that would need resolution.
- Culture was clearly documented within the files.
- Plan of cares were thoroughly documented.

Voluntary Youth Service Agreements (VYSA)

Voluntary Youth Services Agreements (VYSA) are available for youth who are aged 16 or 17 years old; who cannot be adequately protected at home or in their current living situation; have no other safe options with family or friends; and need an out of home placement. The service supports youth who are experiencing physical abuse, sexual abuse, emotional abuse, neglect and/or abandonment, or/and at risk of any of these things. The service supports youth who have left home because of concerns about safety or risk of harm at home, or if the youth is homeless.

7
 Youths Supported Under
 VYSAs
 As of March 31st, 2022

Continued Care and Support for Youth (CCSY)

Through the CCSY program, Nogdawindamin supports youth ages 18-21 years, with financial assistance for housing and other independent living needs as they prepare for the transition to adulthood. The youth are supported with many internal services such as culture, youth in transition and Mino Madzwin. As of March 31st, 2022, Nogdwaindamin was supporting 45 youths under CCSY agreements.

45
 Youths Supported Under
 CCSY Agreements
 As of March 31st, 2022

On March 1, 2021, policy directive: CW001-21 Supporting Consistency of Care for Youth whose Care Arrangements are Scheduled to Expire During the COVID-19 Pandemic was issued. Nogdawindamin is required to continue to provide care and support to youth receiving services under CCSY agreements, even where the youth turn 21 until September 30, 2022.

Alternative Care

The Alternative Care Appreciation event was held on October 23, 2021. Due to ongoing precautions over Covid-19 a hybrid event was held, with presentations and a comedy show held virtually, followed by socially distanced barbecues that were held outside at three locations across the region. Thanks to the generosity of supporting community partners and Nogdawindamin staff, each Alternative Care family received a gift basket to take home.

	2020-21	2021-2022
Alternative Care Homes	124	124
Total Beds	220	219



A photo booth participant at Alternative Care Appreciation Day.



Golfers having fun at the inaugural Alternative Care Golf Classic.

Although homes were both opened and closed throughout the year, ultimately the availability of Alternative Care homes and beds remained stable in 2021-22. The Agency and the Alternative Care Recruitment Committee continue to work on new marketing and promotional initiatives to raise awareness and complement the work of the Alternative Care recruiters. New promotions developed or launched in the fourth quarter of the year include development of transit advertisements in both Sudbury and Sault Ste. Marie and new online ads.

An exciting initiative that took place in 2021-22 was the Agency's first-ever Alternative Care Golf Classic—a charitable golf tournament to raise funds to support Alternative Care children and families. Held on September 17th, 2021, at Silver Creek golf course in Garden River First Nation, the tournament saw more than 120 golfers tee off in support of this terrific cause. With this excellent

turnout and the support of many generous sponsors, the tournament raised more than \$16,000 in net proceeds for the Alternative Care program.

The Alternative Care department also helps to support adoptions, including internal adoptions and external adoptions involving peer agencies. Alternative Care workers collaborate closely with Child Welfare, Legal Services, and the First Nation throughout the adoption process.

CUSTOMARY AND ALTERNATIVE CARE PROVIDERS ALWAYS NEEDED

If you are interested in providing care, contact our Head Office and ask for Intake. We will happily answer all questions and complete the confidential assessment process with you. We also provide training and support to all Alternative Care parents.

There is always a need to foster younger children ranging from 0 to 5 years.

CALL 1-800- 465-0999

Intervention Program

The goal of the Intervention Program is to prevent the breakdown of Alternative Care home placements at risk of placement breakdown. Often this involves working with homes where there is a special needs child or a child with known maladaptive behaviours. Treatment plans are developed to assist with addressing the child's behaviour to lower stress on the family and maintain the placement. The Intervention team works closely with the Child in Care, Alternative Care, and Cultural Services teams, to guarantee the success of the children and youth being served.

Alternative Care Licensing Review

The Ministry completed its annual audit of Alternative Care files over the period of November 8-26, 2021. As in the previous year, the 2021 audit was held virtually as a precaution due to COVID-19 concerns. The virtual review involved interviews with staff, Alternative Care Parents, Alternative Care Children, and file audits. Nogdawindamin received a regular Alternative Care License with no conditions for 2021-22.

Ganawejigaazogamik – Children’s Residence



A residence in Sault Ste. Marie was purchased to provide a culturally safe home for Indigenous children and youth who have been placed in care and have complex needs. There are currently four (4) youth being serviced in our residential homes and NFCS employs 1 manager, 10 full-time and 8 part-time/casual In-Home Child and Youth Workers to provide around the clock care and support to these youth. The program offers support services, life skills coaching while creating a safe environment with programs and teachings embedded in cultural practices.

Multi Year Planning and Engagement

In January 2019, Indigenous Services Canada issued a directive to First Nations Child and Family Services Agencies in Canada to submit an annual multi-year plan as part of the terms and conditions of the funding agreement. The multi-year work plan was designed to help “First Nations Child and Family Services Agencies and communities connect in the delivery of prevention services with the ultimate goal of reducing the number of children in care.”

Building on the good work completed by the previous Multi-Year Planning & Engagement Team, a new Multi-Year Planning & Engagement Project Manager, Administrative Assistant and Quality Assurance Specialist were onboarded in the third quarter of the 2021-2022 fiscal year. The team met with all seven (7) North Shore First Nation Communities to develop relationships and share a revised project scope, timeline, and priority initiatives. The team has developed comprehensive engagement plans; working with Community Leadership, Staff and Community Members to gather necessary information in support of the development of Community Priority Reports, and Service Integration Frameworks. In collaboration with the Specialized Services Team, the Multi-Year Planning Team is redesigning a web-based platform, 7engage.ca. This will allow the sharing of information about the ongoing community partnership projects, upcoming events in the region, and facilitate the gathering of community input and ideas on specific projects. The information collected is intended to support community-informed decision making.



The Multi-Year Planning and Engagement Team is looking forward to continuing fostering relationships with each of the North Shore First Nation Communities to support capacity building, and community planning for the future well-being of children, families and communities as a whole.

Finance & Administration



***Clockwise from top left:** Helpers at the Fall Fasting Camp. Alternative Care Recruiter Lisa Condo at a Truth and Reconciliation Day. Central Region staff at the Elliot Lake Christmas Parade. Agency employees preparing for Alternative Care Appreciation Day.*

Training



1,976
Training
Hours



127
Training
Sessions



1,472
Staff
Attended



257
Community
members
Attended



\$246,593
Total
Trainer
Costs

The training department promotes Nogdawindamin’s service model through professional development opportunities that are focused on helping staff provide the best outcomes possible for the children, families, and communities we serve. The trainers also provide or coordinate training opportunities on an as-needed basis at the request of Senior Management, with the goal of meeting the professional development needs of staff. This includes:

- Research and curriculum development
- Researching/sourcing appropriate training
- Planning/coordinating all requirements to deliver training sessions
- Training new protection workers as part of the authorization process
- Ongoing assessment and evolution of training

Throughout the year the team continued to deliver most training offerings virtually using Microsoft Teams. A decrease in COVID prevalence allowed the team to begin transitioning to in-person delivery for certain training offerings during the fourth quarter.

Mentorship Program

Nogdawindamin’s Child Welfare Mentor program entered its second year in 2021-22. The program pairs new hires with an experienced Child Welfare Mentor, who models responsibilities and provides insight into the worker’s role. Through mentorship, new hires gain an understanding of the Agency’s service model from a cultural lens, while developing competencies and receiving practical guidance on how to carry out tasks. The Mentor provides feedback to the shadowing worker, with field observations being compiled into a report card.

Human Resources

The Agency began the year with 360 employees. With the continuation of several pilot projects and the development of new work teams, the Agency continued to grow its employee complement, finishing the fiscal year with 391 employees.

Key initiatives supported by the Human Resources department in 2021-22 included:

- Creation of an Employee Handbook, which consolidates key policies and procedures into one easy-to-use document.
- Assisting employees with adjusting to remote work and distributing headsets and mindfulness books.

- Staff recognition initiatives, including an Employee of the Month recognition based on the Seven Grandfather Teachings and virtual Winterfest activities during February.
- Supporting the seasonal cultural staff gatherings and the annual Christmas gathering.
- The creation and distribution of three employee satisfaction surveys.

Throughout the 2021-2022 fiscal year, the Wellness Committee continued to promote healthy living through a variety of initiatives. These wellness initiatives included:

- Encouraging staff to share recipes from a variety of monthly themes (traditional Indigenous recipes, favourite harvest recipes, soul food recipes and many more).
- The creation of cooking for wellness by members of the committee and shared with staff to try on their own.
- Charity Elliott, a nutrition specialist, provided staff with resources on easy meal snacks for at work and simple and nutritious recipes.
- Acts of Kindness — a new initiative that the Committee started this year with distributing Aloe Vera plants to all staff in the early Summer and Mr. Freezies in the late summer.



LGBT2SQ+ Committee

Over the last year, the LGBT2SQ+ committee continued to strengthen relationships and engage in community building with the North Shore First Nations. The committee integrated several new members and began drafting vision and mission statements to help guide its activities within the agency. The committee also explored culturally informed training opportunities that could be provided to staff to help ensure employees have an awareness and understanding of how to use inclusive approaches with diverse communities.

Toy Drive for Children in Care

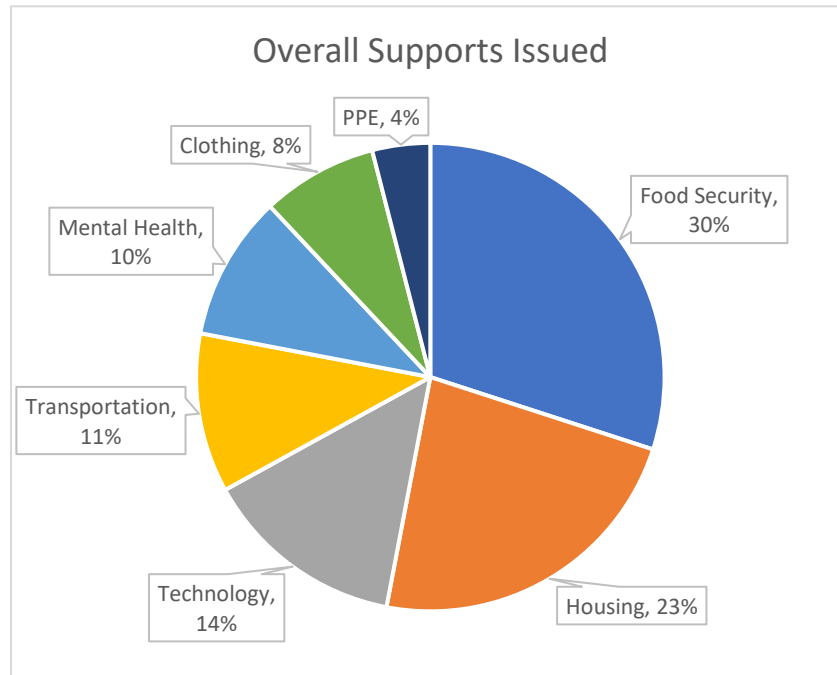
In November and December of 2021, Walmart Sault Ste. Marie partnered with Nogdawindamin on the “Chi-Ode – Big Heart” holiday toy drive to support children in care. Through the generosity of community members, more than 400 toys were donated for North Shore children through the campaign.

Right: Toy Drive display at the Walmart Sault Ste. Marie location. Donors could select a “bulb” from the trees with a suggested gift for a child.



Ngo Dwe Waangizjik

Ngo Dwe Waangizjik (We Are All One) is a collaborative of seven Indigenous governed organizations, including Nogdawindamin, that provide service to urban Indigenous residents in the City of Greater Sudbury. Working as a collective, the group has been successful in securing funding during the pandemic to provide COVID-19 related supports to the community members they serve.



In 2021-22, Ngo Dwe Waangizjik was able to obtain \$1,000,000 in funding from Indigenous Services Canada for COVID-19 response. Of this amount Nogdawindamin's received a share of \$114,000. Through November 2021 to March 2022, Nogdawindamin drew on these funds to support a total of 174 funding submissions from 89 service users. Support was provided in seven priority areas: housing, food security, Personal Protective Equipment (PPE), technology, transportation, mental health supports, and clothing.

Overall, food security proved to be the most-accessed priority area, as community members sought assistance during periods when they were required to stay at home more, such as during school shut-downs and lockdown periods. Supports for housing and technology accounted for the second and third largest proportion of funding submissions respectively. Housing supports were used to maintain home environments and limit the risk of evictions, while technology helped families stay connected during times of social distancing and allowed children and youth to participate in virtual education when needed.

Nogdawindamin Family and Community Services – Statement of Financial Position

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES



Statement of Financial Position

March 31, 2022, with comparative information for 2021

	2022	2021
Assets		
Current assets:		
Cash	\$ 9,346,932	10,461,206
Accounts receivable (note 2)	2,280,990	166,933
Prepaid expenses and deposits	59,884	145,037
	<u>11,687,806</u>	<u>10,773,176</u>
Capital assets (note 3)	4,969,394	6,040,041
	<u>\$ 16,657,200</u>	<u>16,813,217</u>
Liabilities and Net Assets (Deficit)		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 5,992,430	5,663,142
Due to funder (Note 5)	874,453	-
Deferred revenue (note 7)	4,510,882	3,588,955
	<u>11,377,765</u>	<u>9,252,097</u>
Net assets (deficit):		
Unrestricted net deficit	(201,776)	(372,952)
Reserves (note 8)	511,817	1,894,031
Investment in capital assets	4,969,394	6,040,041
	<u>5,279,435</u>	<u>7,561,120</u>
Commitments (note 11)		
	<u>\$ 16,657,200</u>	<u>16,813,217</u>

See accompanying notes to financial statements.

On behalf of the Board:


 _____ Director Leila Macumber, Board President

 _____ Director Kerry Francis, Chief Executive Officer

Nogdawindamin Family and Community Services – Statement of Operations

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Statement of Operations

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Revenue:		
Ministry of Children, Community and Social Services	\$ 24,236,826	\$ 24,425,958
Department of Indigenous Services Canada (note 9)	30,459,090	26,337,445
Alternative care	207,231	289,532
Children's special allowance	986,297	934,698
Disability tax credit	31,058	34,840
Other	984,323	518,513
	56,904,825	52,540,986
Expenses:		
Salaries		
- Staff	26,379,337	23,477,717
- Benefits	6,147,979	5,091,496
Boarding	5,092,505	4,398,042
Building occupancy	2,040,145	1,693,769
Client personal needs	1,295,604	1,095,885
Cultural program	391,685	524,872
Financial assistance	2,540,123	2,266,700
Health and related costs	329,829	229,240
OCBE expenses	369,069	99,457
Office administration	545,549	581,547
Other	333,416	194,630
Programs expenses		
- Internal	756,087	433,958
- External	7,183,008	8,121,137
Professional services - client	678,794	921,076
Professional services - non- client	290,710	114,693
Promotion and publicity	126,568	57,208
Repairs and maintenance	13,048	-
Technology	438,199	320,715
Training and recruitment	408,400	301,860
Travel	1,148,243	867,243
Expenditure recovery	(206,767)	(176,397)
	56,301,531	50,614,848
Excess of revenue over expenses before amortization	603,294	1,926,138
Amortization of capital assets	1,504,968	1,468,399
Excess (deficiency) of revenue over expenses	\$ (901,674)	\$ 457,739

Nogdawindamin Family and Community Services – Listing of Donors

The Agency sincerely acknowledges with thanks the generous support of the community-minded staff, partners, and vendors who give from their hearts to help us deliver the programs and events that enrich the lives of those we serve. You make a difference in the lives of children.



***A Touch Of Home
Batchewana First Nation
Cavera Inc.
Dumanski Office Interiors
Garden River Elite
Haggar's Men's Wear Inc
Microage
Northern Credit Union
Patricia Ann Gagne
River's Edge Cremation
Centre
Tammy Ovey – Century 21
The Sleep Shop
Wardlaw Fuels***

***Algoma Business Computers
Blind River RBC
Dawson & Keenan
Elliot Lake Foodland
Garden River First Nation
Huron Central Railway
Mukwa Adventures
Northern Pest Solutions
Powerland
Sault College
Spadoni's Furniture
The Indian Friendship Centre
The United Way of Sault Ste. Marie and
Algoma***

***Algoma District School
Board
Delta Hotels
Flowers With Flair
Gail & Larry Trumble
Maximus Rose Living
Benefits Inc.
Northshore Sports and Auto
Rick Francis Memorial
Scotiabank
T & T Promotions
The Shoe Fits
Valle Ground Works***

Acknowledgement of Funders

On behalf of Nogdawindamin Family and Community Services Board of Directors and North Shore First Nation Communities, we would like to acknowledge the ongoing support of the Federal Government (Canadian Human Rights Tribunal Orders and Jordan's Principle), Provincial Government, and the First Nations Confederacy of Educational Centres (FNCCEC).