



**SASKATCHEWAN FIRST NATIONS
FAMILY AND COMMUNITY INSTITUTE INC.**

2010 ANNUAL REPORT

AUGUST 12, 2010



**SASKATCHEWAN FIRST NATIONS
FAMILY AND COMMUNITY INSTITUTE INC.**

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PREAMBLE

The Terms of Reference for the Saskatchewan First Nations Family and Community Institute were ratified by Resolution of the Legislative Assembly of the Federation of Saskatchewan Indian Nations on February 28, 2007. The Terms of Reference are foundational and an important reference as the Institute continues to develop. The Vision, Mission, Goal, Guiding Principles, Functions, Governance, Financing and Initial Operational Priorities are clearly outlined in the Terms of Reference, included in this Report as Appendix B.

The Institute is a non-profit organization, incorporated under the Saskatchewan Non-Profit Corporations Act. The Institute has two classes of members: regular (voting) members and associate (non-voting) members. Currently, seventeen of the eighteen First Nations child and family services agencies in Saskatchewan are regular members. Associate membership has been extended to the Federation of Saskatchewan Indian Nations, the Saskatchewan Ministry of Social Services, and to Indian and Northern Affairs Canada, Saskatchewan Region. A ten member Board of Directors, including a non-voting Elder, is responsible for Institute governance.

The Institute's Board of Directors is committed to developing and delivering high quality research and professional support services for the benefit of the First Nations child and family service agencies in Saskatchewan. It is also the Board's stated intent that Institute operations will be conducted in a manner that establishes a benchmark for professional practice in the delivery of First Nations child and family services.

BOARD OF DIRECTORS

Directors elected to the Board at the Annual General Meeting on August 6, 2009 were:

- Anita Ahenakew Ahtahkakoop Child and Family Services
- Rhea Crane Nicapanak Centre Child and Family Services
- Karen Danttouze BTC Human Services Corp. Indian Child and Family Services
- Derald Dubois Touchwood Child and Family Services
- Dwayne Gaudry Kanawayihimotowin Child and Family Services
- Cecile Jarrett Meadow Lake Tribal Council Health and Social Development Authority
- Vera Sayese Peter Ballantyne Child and Family Services
- Raymond Shingoose Yorkton Tribal Council Child and Family Services
- Yvonne Wolverine Athabasca Denesuline Child and Family Services

The Directors subsequently elected an Executive Committee consisting of Raymond Shingoose as Chairperson; Karen Danttouze as Vice Chairperson; and, Dwayne Gaudry as Secretary Treasurer.

Karen Danttouze resigned as a Director effective April 30, 2010. Effective the same date, the Board of Directors, in accordance with section 42 of the Institute By-Laws, appointed Dexter Kinequon, Lac La Ronge Indian Band Child and Family Agency, as a Director. Vera Sayese was appointed Vice Chairperson.

Alma Kytwayhat continued to serve as the Elder on the Board of Directors during 2009-2010. Mary Lee provided Elder support when Alma was unable to attend meetings.

STAFF

Executive Assistant/Finance Officer

- Karen Chamakese (March 2008 – present)

Executive Director

- Gail Hartsook (April 12, 2010 – present)
- Dr. Jacqueline Maurice (September 8, 2009 – January 26, 2010)
- H. (Monty) Montgomery (December 10, 2007 – June 30, 2009)

CHAIRPERSON'S REPORT

Elders, Institute Members, Institute Board of Directors, Executive Directors, Guests and Staff.

It has been my privilege to continue to serve as Chairperson of the Board of Directors in 2009-2010.

Accomplishments during the past year include completion of the final draft of the First Nations Staffed Out of Home Care Standards, Criteria and Indicators Manual; a training needs survey, analysis and environmental scan for First Nations child and family service agencies and staffed out of home care programs; establishment of the Staffed Out of Home Care Managers Support Network; completion of Phase One followed by implementation of Phase Two of the Standardized Child File Costing Project; a Strategies for Change workshop; preparation of an Operational Standards Discussion Paper; and, development of a Board of Directors Training Manual.

The Institute faced a number of challenges during the past year. Turnover in the Executive Director position created delays in organizational development and the implementation of projects to support the First Nations child and family service agencies. This also resulted in delays related to funding arrangements.

Monty Montgomery resigned effective June 30, 2009. Dr. Jacqueline Maurice held the position from September 8, 2009 to January 26, 2010. Gail Hartsook accepted the Executive Director position effective April 12, 2010 and we are now looking forward to a period of stability and renewed development.

We appreciate that the Ministry of Social Services and, Indian and Northern Affairs Canada provided us with extended deadlines for some of the 2009-2010 funded deliverables. I am pleased to report that the majority of the requirements for these projects were completed during the first quarter of the 2010-2011 fiscal year; and, that all outstanding funding for 2009-2010 has been received. 2010-2011 funding arrangements with the Ministry of Social Services and with Indian and Northern Affairs Canada were also finalized.

Information about the past year and plans for the current fiscal year are included in "The Year in Review" and "Looking Forward" sections of the 2010 Annual Report.

In 2010-2011 you will see a renewed emphasis on communication with the members of the Institute. Member participation in planning and projects is critical to the Institute's ability to meet the needs of your agencies.

Thank you to Alma Kytwayhat for providing guidance to us as the Board Elder in 2009 – 2010. Thank you, also, to Mary Lee who supported us when Alma was not available.

Thank you to each member of the Board of Directors for your time and the thoughtful dedication you brought to the governance of the Institute.

Thank you to each of the Executive Directors who worked with the Institute during the past year and, to the consultants and contractors who assisted us with management consulting, research and other projects.

I am also taking this opportunity to make special note of the excellent work done by our Executive Assistant/Finance Officer, Karen Chamakese, as she kept the office functioning and supported the Board of Directors during the absence of an Executive Director.

In closing, I remain convinced of the value of the Institute, the work that it has done to date and, the developments that we anticipate in the coming months and years. The research, capacity building and operational support that the Institute is designed to provide will strengthen our services for the benefit of our children, youth, families and communities.

Respectfully submitted,

Raymond Shingoose, Chairperson, Board of Directors
Saskatchewan First Nations Family and Community Institute Inc.

EXECUTIVE DIRECTOR'S REPORT

Elders, Institute Members, Institute Board of Directors, Executive Directors, Guests and Staff.

I am pleased to have this opportunity to make my first report to you as the Executive Director of the Institute. It is an honour and a privilege to be working with you and your organizations as you strive for excellence in the delivery of child and family services to your children, youth, families and communities. The Institute is in a unique position to support your organizations and to help you to "make a difference" in the lives of those whom you serve.

I have already learned that your needs are many and that priorities often differ from agency to agency. A multiyear plan to address the identified needs will be developed. Establishing common priorities for the work of the Institute may, at times, be challenging. The involvement of all agencies is important to guiding the work of the Institute. We will need to find effective and efficient ways of communicating in a timely manner. We may need to consider new means of communicating such as a "member's log-in" on a re-developed Institute web site, an e-newsletter or video-conferencing.

I look forward to working with the Institute's Board of Directors and membership as we continue to develop the organization and to expand its services in support of the First Nations child and family service agencies in Saskatchewan.

Respectfully submitted,

Gail Hartsook, Executive Director
Saskatchewan First Nations Family and Community Institute Inc.

The following table shows the number of employees in each of the following categories:

Category	2010	2009
Full-time employees	1,234	1,156
Part-time employees	567	543
Seasonal employees	123	109
Temporary employees	89	76
Total employees	2,013	1,894

The increase in total employees from 2009 to 2010 is primarily due to the addition of new full-time positions in the sales and marketing departments.

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THE YEAR IN REVIEW

Three areas that the Saskatchewan First Nations Family and Community Institute focused on during the 2009-2010 fiscal year were: strengthening the First Nations child welfare service delivery network; supporting First Nations child and family service agency planning and operations; and, child welfare governance, administrative and practice training. Much of the work is in early stages of development and will continue into future years.

Projects were undertaken with the assistance of the following contractors who were engaged by the Institute to provide a range of activities including project planning, co-ordination, facilitation, research, implementation, recommendations and reports:

- Ron Pollock and Glenda Cooney (Ron Pollock Consulting and Training Services);
- Shelley Thomas-Prokop (Thomas Research);
- Gloria Lee;
- Andy Field (Prairie Echoes Consulting); and,
- Glenda Cooney and Patti Pearcey (Pearcey Cooney Consulting and Training Group).

Projects undertaken in 2009-2010

First Nations Staffed Out of Home Care Managers' Support Network

The first meeting of the First Nations Staffed out of Home Care Managers' Support Network was held in March 2010. The Support Network is comprised of a manager or supervisor from each of the nine Saskatchewan First Nations staffed out of home care programs in the province. The Institute contracted with Shelley Thomas-Prokop to facilitate the meetings. Areas of common interest identified by the group include training, policy development and accreditation.

Staffed Out of Home Care Standards, Criteria and Indicators Project

The Saskatchewan First Nations Family and Community Institute contracted with Shelley Thomas-Prokop and Andy Field to work with the Staffed Out of Home Care Working Group to develop the Staffed Out of Home Care Standards, Criteria and Indicators Manual. The final draft of the Manual was completed in the fall of 2009.

Formal letters of support have been requested from the First Nations child and family service agencies and staffed out of home care programs. When received, the Institute Board of Directors will make a recommendation to the Federation of Saskatchewan Indian Nations, seeking approval of the document through their vetting processes.

Standardized Child File Costing Project

This project is designed to gather and analyse data to inform the First Nations child and family service agencies and the Ministry of Social Services with respect to developing a methodology or formula to adequately resource the agencies to participate in shared case planning for off-Reserve families for whom the Ministry has case management responsibility. The Institute contracted with Shelley Thomas-Prokop to conduct the research.

Phase One of the Project was completed in the fall of 2009. The "Standardized Child File Costing Project Final Report, September 2009" is available. The Ministry of Social Services and the Institute decided to continue with Phase Two of the project, to collect more statistical data rather than process data.

Phase Two began early in 2010. Five agencies agreed to collect data for this phase. Data collection concluded and forms were forwarded to the researcher in late July 2010. Data analysis is being conducted by Shelley Thomas-Prokop with the assistance of Doug Elliott of Sasktrends Monitor. The final report is expected in August 2010.

A steering committee comprised of representatives from the Ministry of Social Services, the First Nations child and family service agencies and the Institute provides oversight to the project.

Training Needs Survey, Analysis and Environmental Scan

The Institute engaged the services of Ron Pollock and Glenda Cooney to conduct a First Nations child and family services and First Nations group homes training needs survey, analysis and environmental scan.

The "Training Needs Analysis and Environmental Scan Report, May 2010" contains twenty four recommendations related to child and family service agencies and eleven recommendations related to group homes. Agency recommendations are in the areas of child protection services, prevention, permanency planning, administration and governance. Group home recommendations are in the areas of children's services, policies and procedures, administration and governance.

The environmental scan section of the report identifies thirty two trainers or training groups that agencies and group homes have utilized in the past.

The next steps, identified in the report, include preparation of a multiyear training plan; selection of training methods; and, evaluation and outcome measurement related to the training. This will be addressed by the Institute in 2010-2011.

Board Governance Training

The "Training Needs Analysis and Environmental Scan Report, May 2010" identifies a range of training needs of Boards of Directors. In response to the findings, a "First Nations Child and Family Services Board of Directors Training Manual", dated June 4, 2010, was developed for the Institute by Ron Pollock.

The manual is a rich source of information. It is anticipated that it will be further refined and developed over time to reflect basic, advanced and specialized training modules.

Strategies for Change Workshop

This workshop, presented by Glenda Cooney and Patti Pearcey at Wanuskewin Heritage Park on June 11 & 12, 2009, was designed to introduce a process for successful prevention; identify key prevention components that contribute to positive change; and, to provide information relating to outcomes and "best practice". Thirty two participants from fifteen First Nations child and family service agencies, from Executive Directors to front line staff, attended. The final report is available.

Operational Standards Project

Shelley Thomas-Prokop was engaged by the Institute to develop a discussion paper with respect to the interest of the First Nations child and agencies in collectively developing operational standards for their agencies.

A roll out meeting, hosted on March 17, 2010, was attended by Executive Directors from nine agencies. Additional information was collected through telephone interviews. The research found that Executive Directors are generally in favour of developing operational standards and, that the priorities are human resources, governance, financial management and communication. Activities that were identified as contributing towards the development of operational standards include a literature review; a process and protocol for community engagement to gain further direction; and, ensuring that First Nations values and perspectives are the foundation for development and the cornerstones of expression in the documents.

Further work on this project is subject to securing the necessary resources.

Prevention Standards Project

A project charter for the development of prevention program standards was developed for the Institute by Shelley Thomas-Prokop.

Implementation of this project is subject to securing the necessary resources.

*Canadian Incidence Study of Reported Child Abuse and Neglect (CIS)**

McGill University, Centre for Research on Children and Families reimbursed the Institute for research costs related to coordinating data collection with the three Saskatchewan First Nations child and family service agencies who participated in the 2008 CIS research cycle. This work, which began in 2008, was completed in 2009. The final report will be released in the fall of 2010. In addition to the CIS-2008 Major Findings Report, a First Nations Incidence Report and five provincial incidence reports (British Columbia, Alberta, Saskatchewan, Ontario & Quebec) will be produced.

The Executive Director of the Institute is a member of the First Nations Advisory Committee for the 2008 CIS. The researcher, Shelley Thomas-Prokop, gave a presentation about the research at the 28th Annual Conference of the National Indian Child Welfare Association, held in April 2010 in Portland, Oregon.

* The Canadian Incidence Study of Reported Child Abuse and Neglect (CIS) is a national effort to collect data on children who come to the attention of a child welfare authority due to alleged or suspected abuse and/or neglect in the year the study is conducted. A second objective of the CIS is to compare findings over time. As a result, data collection for the CIS is completed in 5 year cycles". Source: *Canadian Child Welfare Research Portal* - www.cwrp.ca/publications.

Intensive Family Support, Treaty 4 Families, Regina

Touchwood Child and Family Services contracted the Institute to prepare a proposal for an initiative to provide support to Treaty 4 members who reside in Regina and whose children are at risk of coming into care or have been recently apprehended. The Institute engaged the services of Glenda Cooney to develop the proposal.

Governance, administration and organizational development

The Institute experienced turnover in the Executive Director position two times during 2009-2010. This resulted in significant challenges and delays in the work of the organization. The Institute was fortunate to be able to contract with Ron Pollock to provide management consulting services on a part-time basis during the second recruitment period (February – March 2010).

The Institute moved to new offices located on English River Reserve #192J. The grand opening and a traditional feast were held on June 26, 2009.

The Institute developed and adopted a Human Resource Policy Manual; developed a Student Practicum and Internship Policy and Guidelines; hosted a Master's of Aboriginal Social Work Internship placement; and, participated in various meetings with the Ministry of Social Services, Indian and Northern Affairs Canada, the Federation of Saskatchewan Indian Nations and, First Nations child and family service agencies.

Professional development

The Institute's Executive Assistant/Finance Officer, Karen Chamakese, attended the national conference of the Aboriginal Financial Officers Association of Canada.

LOOKING FORWARD

The Institute will continue, in 2010-2011, to focus on strengthening the First Nations child welfare service delivery network; supporting First Nations child and family service agency planning and operations; and, on board governance, administration and practice training.

Additionally, the Board of Directors will work towards further development of the Institute's capacity to support First Nations child and family service agencies.

Projects to be concluded in 2010-2011:

- Staffed Out of Home Care Standards, Criteria and Indicators Project.
- Standardized Child File Costing Project.

Follow up to 2009-2010 projects:

- Developing a multiyear plan in response to the recommendations of the "First Nations Child and Family Services Training Needs Analysis and Environmental Scan Report, May 2010".
- Reviewing and drafting recommendations for further development of the "First Nations Child and Family Services Board Training Manual" (June 4, 2010).

Support to First Nations child welfare governance:

- Two Board of Directors Training workshops.

Support to First Nations child welfare agency and staffed out of home care planning and operations:

- Two Outcome-based Performance Measures and Evaluation Training workshops, with a focus on prevention programs.
- Collaborative policy development with First Nations staffed out of home care programs.

Initiatives designed to strengthen First Nations child and family services delivery systems:

- A staff training event with the specific topic to be identified in conjunction with the development of the multiyear training plan.
- The Staffed Out of Home Care Managers' Support Network.
- A First Nations Child and Family Services Supervisors' Forum.
- A First Nations Child and Family Services and Ministry of Social Services Partnership Forum, for one day in each of the central and southern areas of the province, with a focus on joint case planning and information sharing.
- Support to the annual First Nations Child and Family Services Foster Family/Caregiver Conference.
- A Prevention Program Managers and Staff Support Network.

Institute organizational development activities:

- Reviewing and updating the Board of Director's *Five Year Strategic Business and Operations Plans*.
- Developing a strategic communications plan.
- Redeveloping the Institute web site.
- Establishing an Elders' Advisory Committee.
- Establishing a Multidisciplinary Professional Advisory Committee.
- Establishing membership meetings for input to Institute work.
- Developing new strategic partnerships.
- Developing funding proposals to government and other funders.

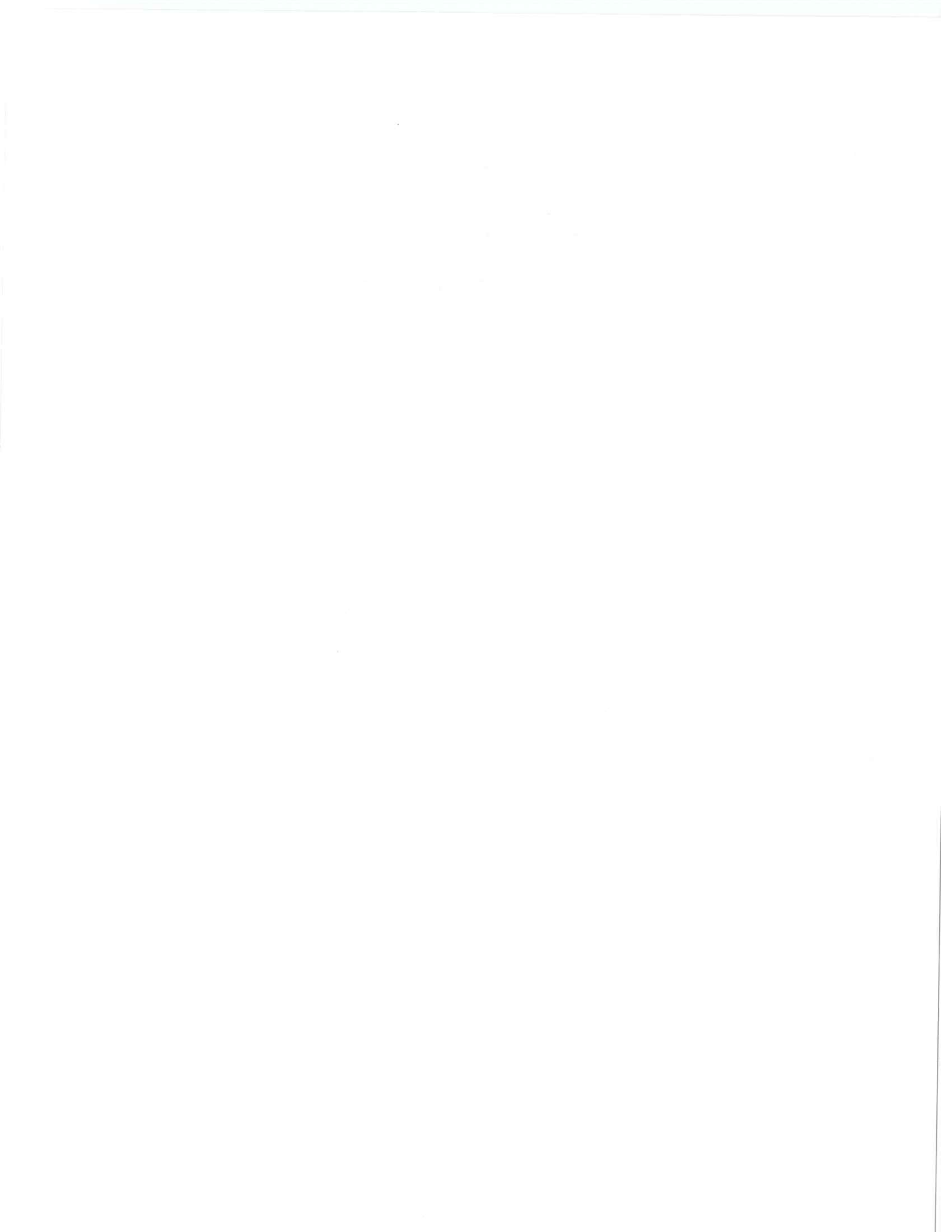
Conclusion:

In 2010-2011, the Institute will advance its work in support of the First Nations child and family service agencies in Saskatchewan and will continue the organizational development that is necessary to ensure a solid foundation for that work. It will build on the work of previous years and will begin longer term planning for services to the agencies.

APPENDIX A

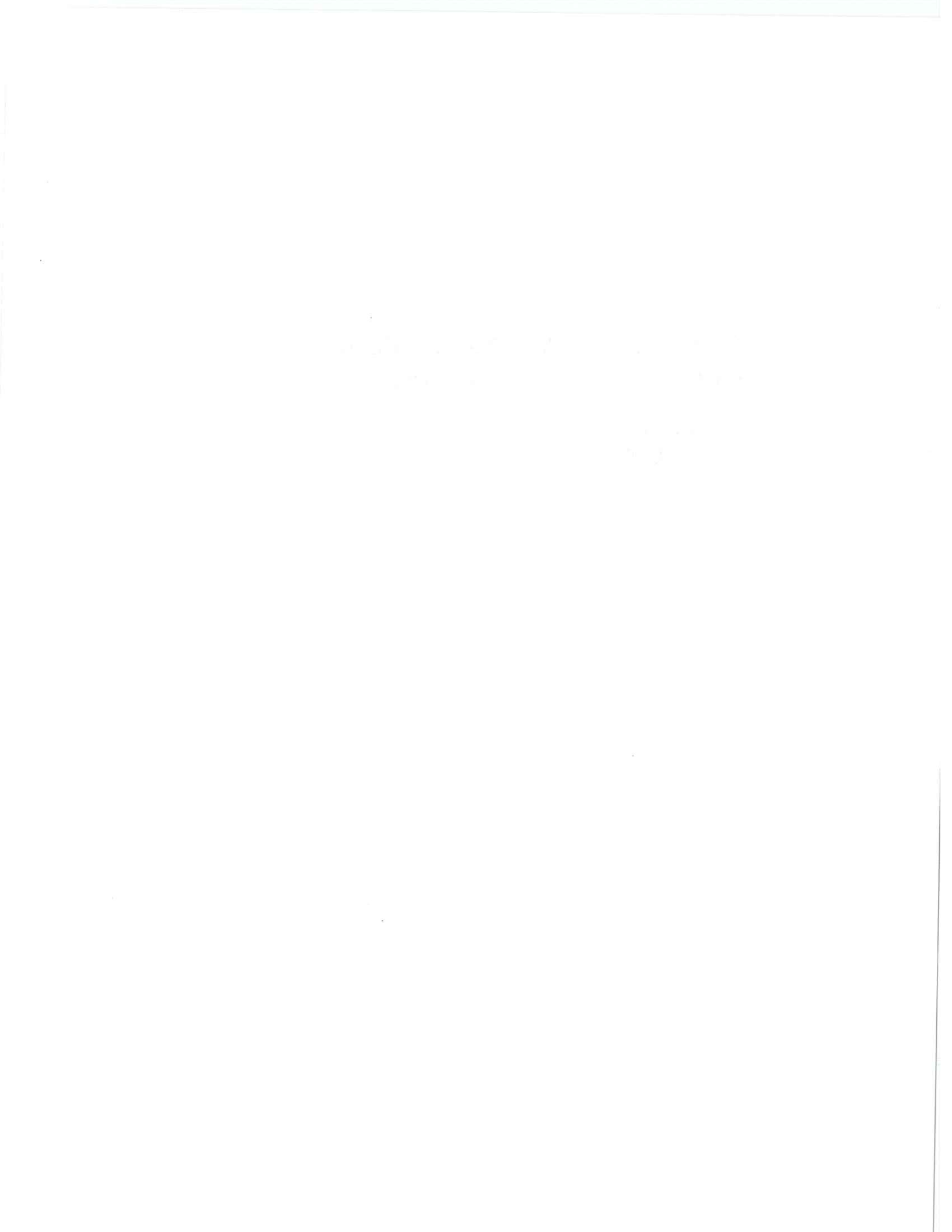
**SASKATCHEWAN FIRST NATIONS
FAMILY AND COMMUNITY INSTITUTE INC.**

2010 AUDIT REPORT



**Saskatchewan First Nations Family
and Community Institute Inc.**

Financial Statements
March 31, 2010



June 28, 2010

Auditors' Report

To the Members of
Saskatchewan First Nations Family and Community Institute Inc.

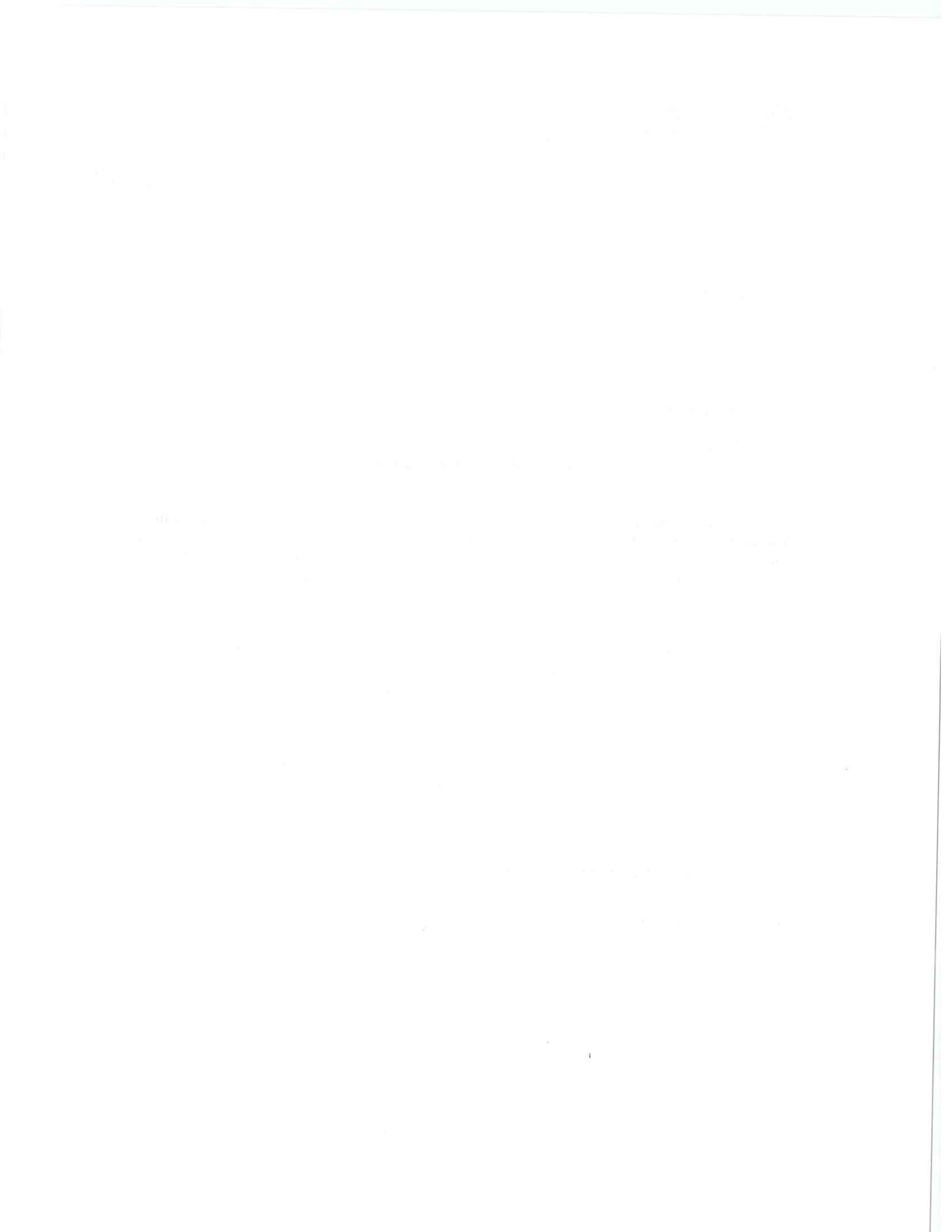
We have audited the statement of financial position of **Saskatchewan First Nations Family and Community Institute Inc.** as at March 31, 2010 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the organization's management. 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 plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

PricewaterhouseCoopers LLP

Chartered Accountants




Saskatchewan First Nations Family and Community Institute Inc.

Statement of Financial Position

As at March 31, 2010

	2010 \$	2009 \$
Assets		
Current assets		
Cash	221,208	185,141
Grants and accounts receivable (note 3)	44,131	265,117
Prepaid expenses and deposits	15,432	15,168
	<u>280,771</u>	<u>465,426</u>
Tangible capital assets (note 4)	<u>147,761</u>	<u>143,766</u>
	<u>428,532</u>	<u>609,192</u>
Liabilities and Net assets		
Current liabilities		
Accounts payable and accrued liabilities	26,463	124,936
Deferred grants (note 5)	375,214	484,256
	<u>401,677</u>	<u>609,192</u>
Long-term liabilities	<u>26,855</u>	<u>-</u>
	<u>428,532</u>	<u>609,192</u>
Net assets		
Invested in tangible capital assets	147,761	143,766
Unrestricted net assets	(147,761)	(143,766)
	<u>-</u>	<u>-</u>
	<u>428,532</u>	<u>609,192</u>

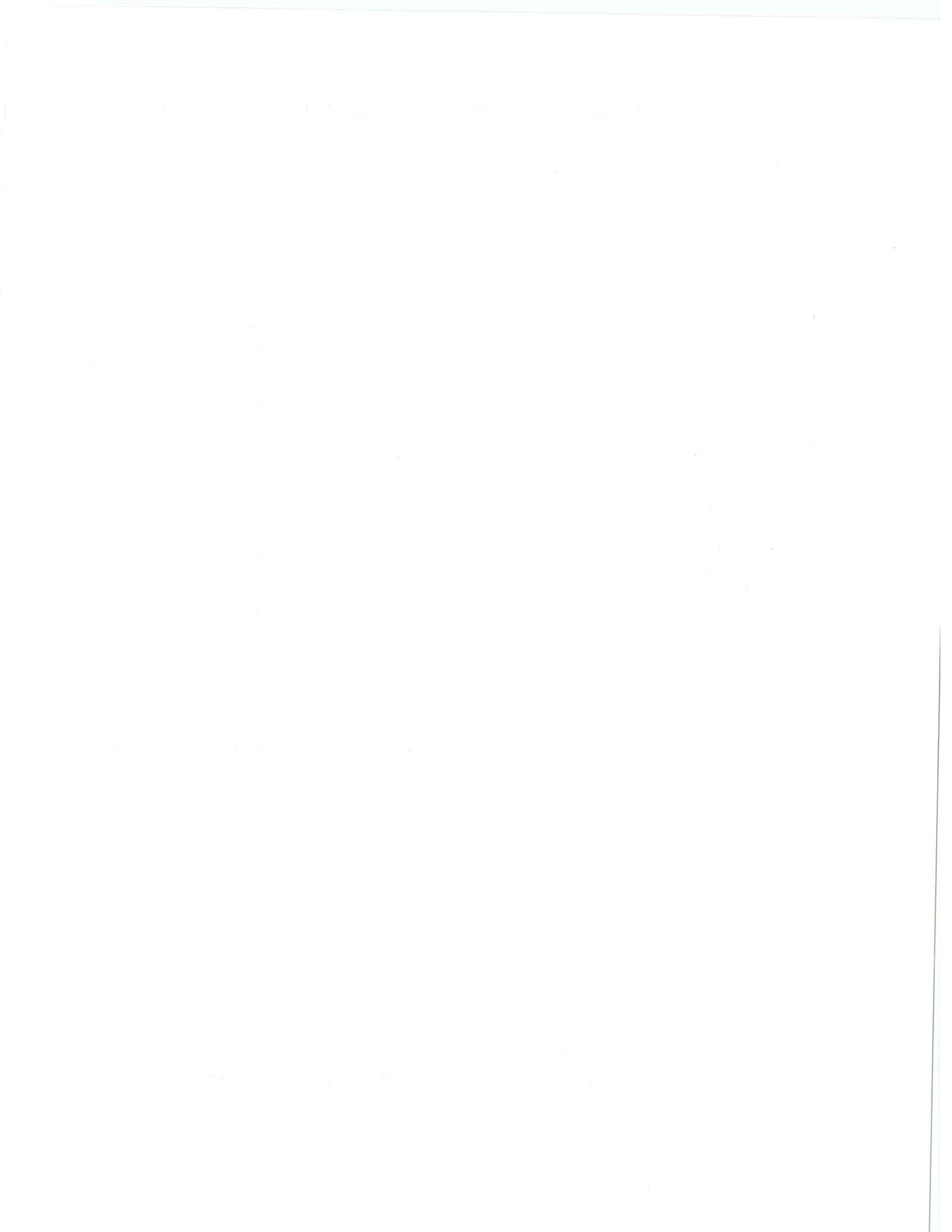
Approved by the Board of Directors



Director



Director

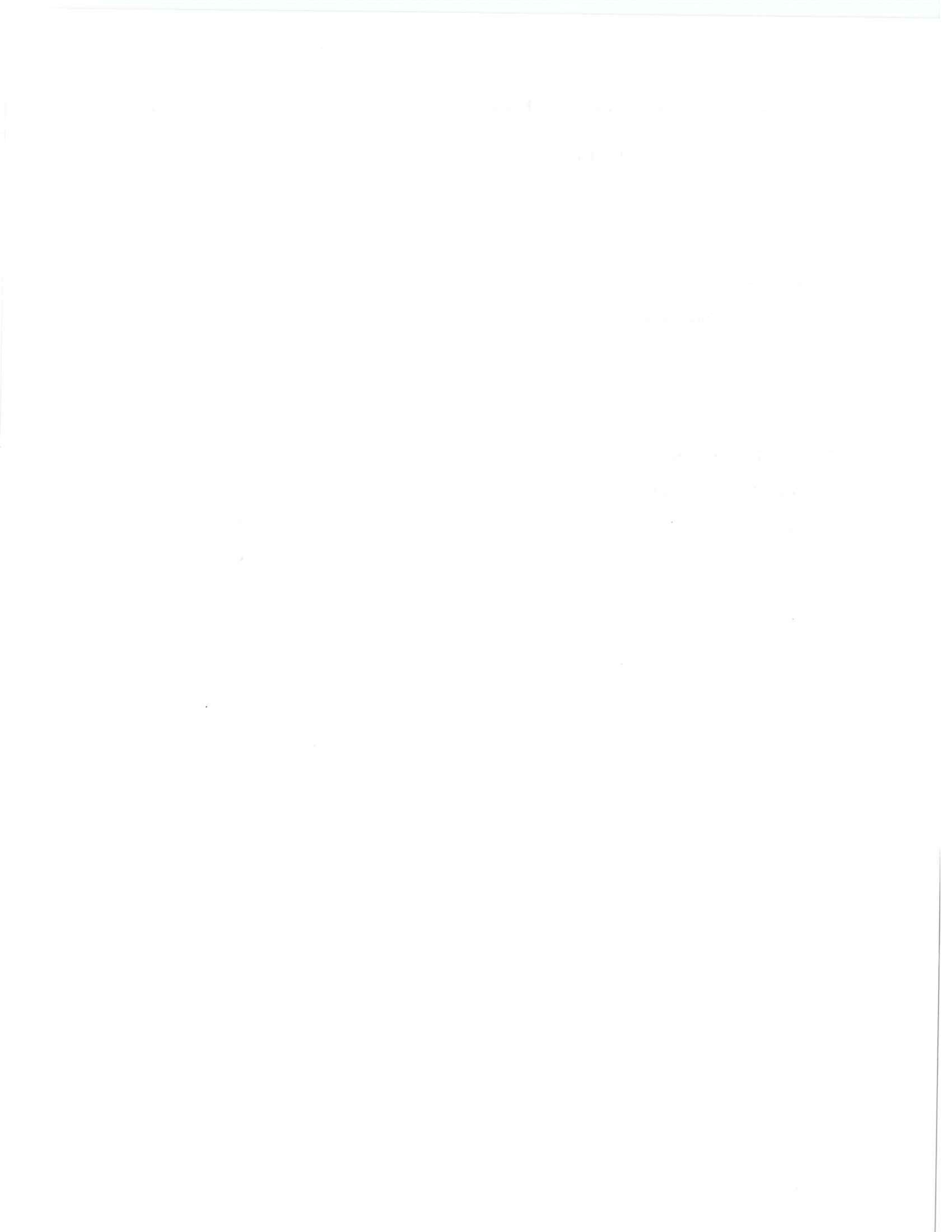


Saskatchewan First Nations Family and Community Institute Inc.

Statement of Changes in Net Assets

For the year ended March 31, 2010

	2010 \$	2009 \$
Unrestricted Net Assets		
Balance – Beginning of year	(143,766)	(56,928)
Amortization of tangible capital assets	14,499	18,841
Purchase of tangible capital assets	(18,494)	(105,679)
Balance – End of year	<u>(147,761)</u>	<u>(143,766)</u>
Invested in Tangible Capital Assets		
Balance – Beginning of year	143,766	56,928
Purchase of tangible capital assets	18,494	105,679
Amortization of tangible capital assets	(14,499)	(18,841)
Balance – End of year	<u>147,761</u>	<u>143,766</u>

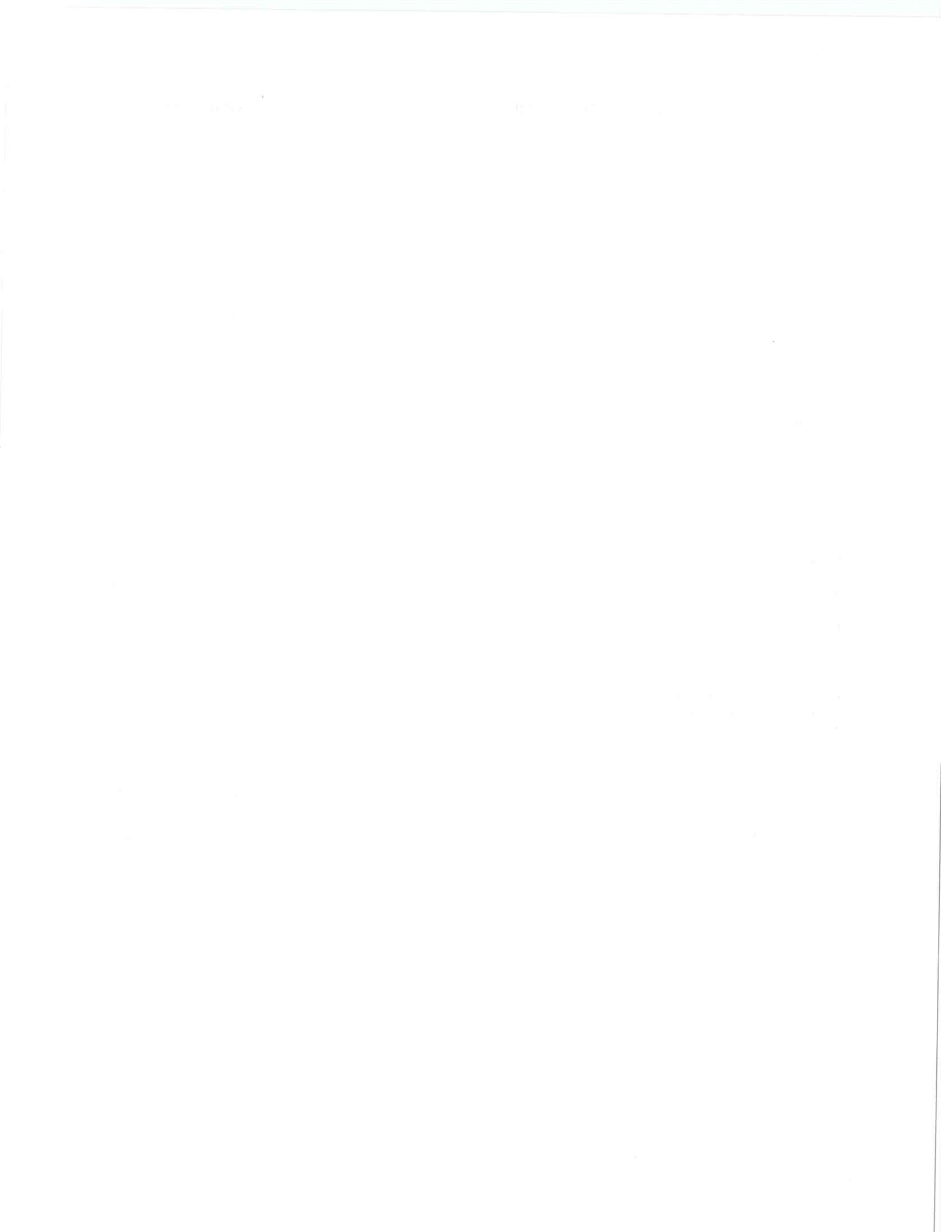


Saskatchewan First Nations Family and Community Institute Inc.

Statement of Operations

For the year ended March 31, 2010

	2010	2009
	\$	\$
Revenue		
Saskatchewan Government	100,000	470,707
Indian and Northern Affairs Canada	200,000	100,000
Canadian Incidence Study	22,550	47,526
Deferred grants (note 5)	109,042	(184,191)
	<hr/>	<hr/>
	431,592	434,042
Expenses		
Projects (schedule)	110,572	93,235
Salaries and benefits	107,502	130,129
Board expenses	43,446	36,701
Rent and occupancy	43,149	32,646
Professional fees	33,172	29,428
Amortization	14,499	18,841
Canadian Incidence Study salary and expenses	14,041	44,716
Office supplies	10,603	8,541
Institute events	7,450	890
Meals and travel	7,232	10,006
Telephone and cellular	7,040	7,786
Insurance	6,643	8,369
Janitorial	6,000	-
Elders	5,800	2,050
Regional table	4,513	3,037
Professional development	3,976	1,803
Interest and bank charges	3,142	1,813
Vehicle	2,199	2,030
Interim technical support	613	56
Advertising	-	1,965
	<hr/>	<hr/>
	431,592	434,042
Excess of revenue over expenses	<hr/>	<hr/>
	-	-

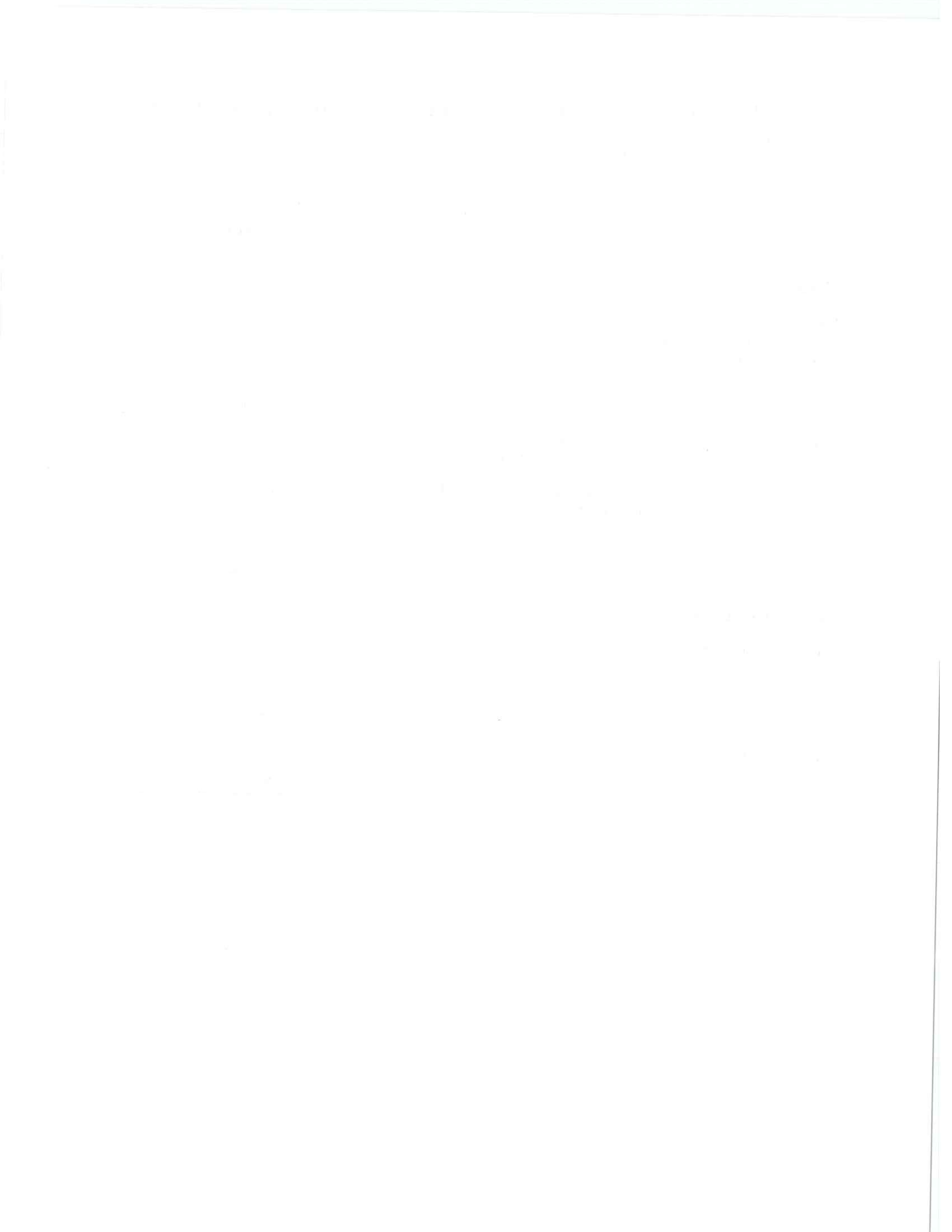


Saskatchewan First Nations Family and Community Institute Inc.

Statement of Cash Flows

For the year ended March 31, 2010

	2010 \$	2009 \$
Cash provided by (used in)		
Operating activities		
Excess of revenue over expenses	-	-
Item not affecting cash		
Amortization	14,499	18,841
	<u>14,499</u>	<u>18,841</u>
Net change in non-cash working capital items		
Decrease (increase) in grants and accounts receivable	220,986	(93,626)
Increase in prepaid expenses and deposits	(264)	(6,927)
Increase (decrease) in accounts payable and accrued liabilities	(98,473)	103,007
Increase (decrease) in deferred grants	(109,042)	184,191
	<u>13,207</u>	<u>186,645</u>
	<u>27,706</u>	<u>205,486</u>
Investing activities		
Purchase of tangible capital assets	(18,494)	(105,679)
Increase in long-term liabilities	26,855	-
	<u>8,361</u>	<u>(105,679)</u>
Increase in cash	36,067	99,807
Cash – Beginning of year	<u>185,141</u>	<u>85,334</u>
Cash – End of year	<u>221,208</u>	<u>185,141</u>



Saskatchewan First Nations Family and Community Institute Inc.

Notes to Financial Statements

March 31, 2010

1 Incorporation and operations

Saskatchewan First Nations Family and Community Institute Inc. (the “organization”) was incorporated on June 7, 2007 under the Non-profit Corporation Act, 1995, of Saskatchewan. The organization was established to receive government funding in order to provide services to the various Child and Family Services Agencies in Saskatchewan.

2 Significant accounting policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant account policies.

Tangible capital assets

Tangible capital assets are initially recorded at cost. Amortization is provided using the declining balance or straight-line method at rates intended to amortize the cost of assets over their estimated useful lives.

Computer equipment	30% declining balance
Furniture and equipment	20% declining balance
Vehicle	30% declining balance
Leasehold improvements	50% straight-line

Revenue recognition

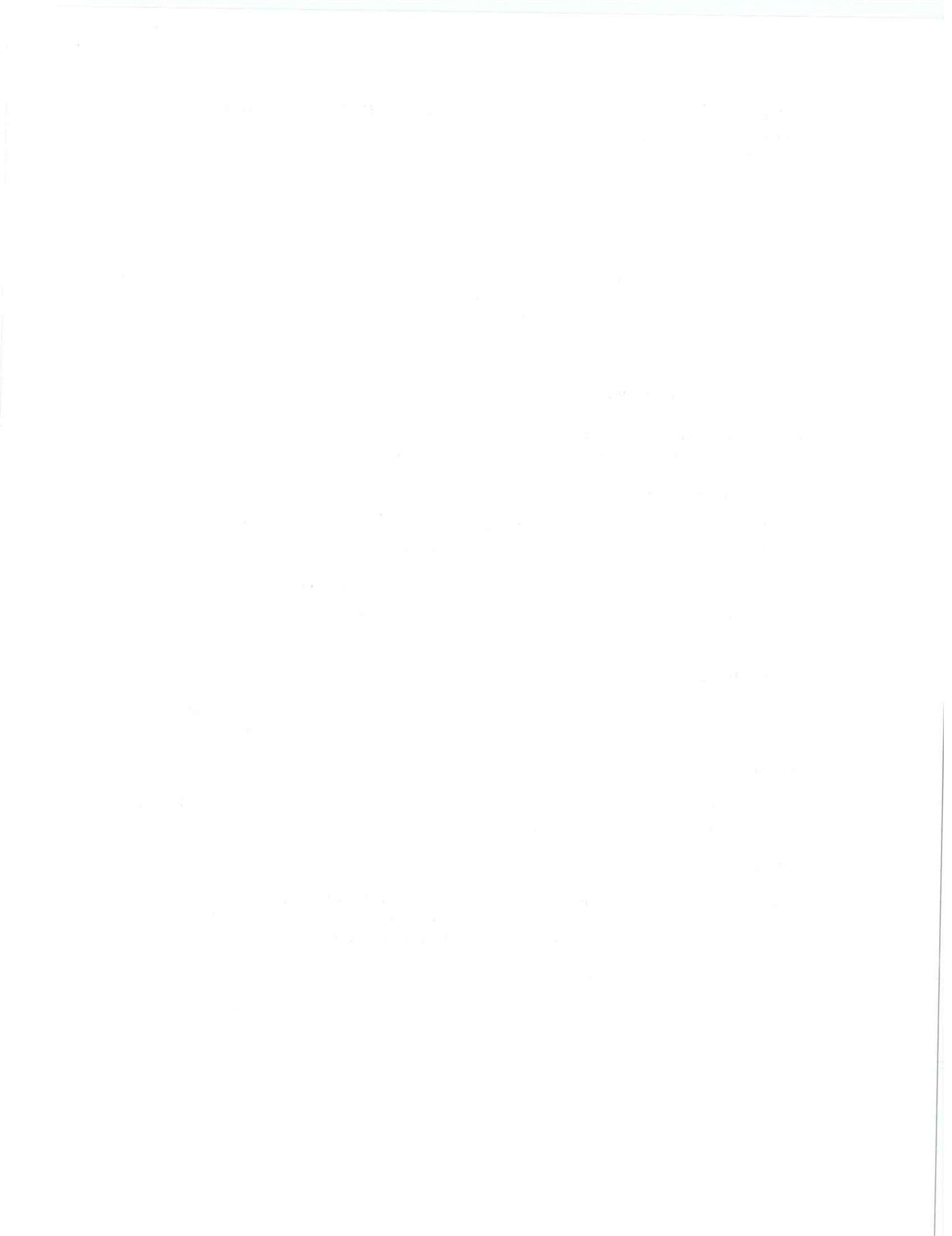
The organization uses the deferral method of accounting for grants and related expenses. Grants are recognized in the period in which they are due. Interest revenue is recognized in the period earned.

Income taxes

As a non-profit organization, the organization is exempt from income taxes under Paragraph 149 (1)(I) of the Income Tax Act.

Financial instruments

Financial assets and financial liabilities are classified as available-for-sale and are initially recognized at fair value. Available-for-sale financial assets are non-derivative financial assets that are not classified as loans and receivables, held-to maturity investments, or held-for-trading investments. Available-for-sale financial assets are carried at fair value with unrealized gains and losses included in net assets until realized when the cumulative gain or loss is transferred to investment income.



Saskatchewan First Nations Family and Community Institute Inc.

Notes to Financial Statements

March 31, 2010

Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Amortization is based on the estimated useful lives of tangible capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the period in which they become known.

3 Grants and accounts receivable

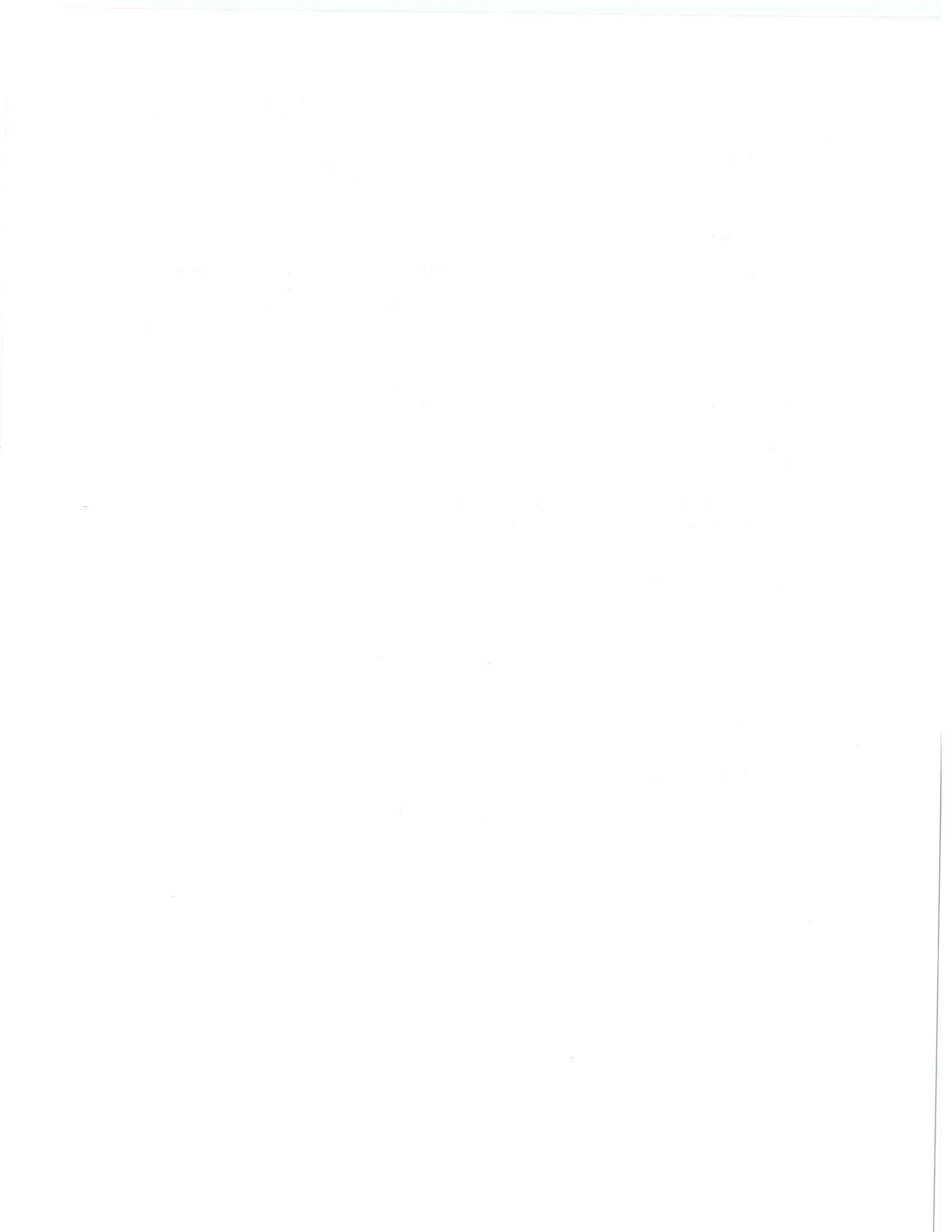
Grants and accounts receivable includes nil (2009 – \$170,000) grant receivable from the Government of Saskatchewan and \$39,280 (2009 – \$79,750) receivable from Indian and Northern Affairs Canada.

4 Tangible capital assets

			2010	2009
	Cost \$	Accumulated amortization \$	Net \$	Net \$
Computer equipment	5,280	2,863	2,417	3,452
Furniture and equipment	52,926	14,930	37,996	29,197
Vehicle	28,930	15,818	13,112	18,733
Leasehold improvements	98,305	4,069	94,236	92,384
	185,441	37,680	147,761	143,766

5 Deferred grants

Deferred grants consist of unexpended funding received or receivable from the Government of Saskatchewan and Indian and Northern Affairs.



Saskatchewan First Nations Family and Community Institute Inc.

Notes to Financial Statements

March 31, 2010

6 Long-term liabilities

	2010	2009
	\$	\$
Amount due to English River Enterprise Inc., repayable at \$873.05 per month including interest, which is charged at 7%, due January 31, 2010	35,100	-
Less: Current portion	<u>8,245</u>	<u>-</u>
	<u>26,855</u>	<u>-</u>

Principal payments required under the above arrangements are as follows:

	\$
2011	8,245
2012	8,245
2013	9,465
2014	8,565

7 Commitments

The annual minimum payments required under operating lease obligations are approximately \$177,500 for the office building. The future minimum lease payments under operating leases for four succeeding years are as follow:

	\$
2011	46,300
2012	46,300
2013	46,300
2014	38,600

8 Financial instruments

The organization as part of its operations carries financial instruments. It is management's opinion that the organization is not exposed to significant interest, currency, or credit risks arising from these financial instruments except as otherwise disclosed.

9 Comparative figures

Certain comparative figures have been reclassified to conform with the current year's financial statement presentation.

Saskatchewan First Nations Family and Community Institute Inc.

Schedule of Project Expenses
For the year ended March 31, 2010

	Training Needs Analysis and Environmental Scan Project \$	Operational Standards Project \$	Staffed out of Home Care Standards Project \$	Standardized Costing Project \$	Prevention Services Project \$	Total \$
Expenses						
Elder	-	-	500	-	-	500
Meals and catering	-	-	3,112	207	-	3,319
Office supplies	-	-	5,057	-	-	5,057
Rentals	-	-	1,255	-	-	1,255
Contractors	7,463	7,338	50,039	20,035	4,925	89,800
Travel	-	-	10,641	-	-	10,641
	7,463	7,338	70,604	20,242	4,925	110,572



APPENDIX B

**SASKATCHEWAN FIRST NATIONS
FAMILY AND COMMUNITY INSTITUTE INC.**

**TERMS OF REFERENCE
FEBRUARY 28, 2007**

Saskatchewan First Nation Family and Community Institute

Terms of Reference

February 28, 2007

Background:

The Saskatchewan First Nations Family and Community Institute is a concept that has been talked about for many years by First Nations child and family services agencies and by Elders' at gatherings.

The Institute is a central place of support to First Nations child and family agencies. Support is provided by developing guidelines and standards for programs and services; based on First Nations cultures, languages, traditions, values, and belief systems. The Institute will also provide support to agencies by developing training materials and providing training materials for agency Boards, staff, caregivers, Chiefs and Councils, and community members.

The Institute also has the potential to provide a range of operational support services such as reviewing the impact of federal and provincial policies on Saskatchewan First Nations developing First Nations standards for programs and services; advocating for agencies in inter-jurisdictional disputes; and by managing a regional information system that could be used to inform agency policy and program decisions.

The terms of reference for the Institute have been developed through a feasibility study process with leadership and agency boards, staffs and caregivers; and by reviewing relevant examples from other jurisdictions. The draft terms of reference and implementation plan were submitted for consideration at the March 2006 FSIN Legislative Assembly. The leadership passed a resolution at that assembly in support of the feasibility study and the draft Institute terms of reference.

Vision:

The Saskatchewan First Nation Family and Community Institute is a central place where the cultures, languages, values, world views and traditional practices of families and communities sharing the responsibility of caring and protecting children of Saskatchewan First Nations will be restored, taught and contemporized.

Mission:

The Institute will create research and development capacities to serve Saskatchewan First Nation Child and Family Services Agencies; whose First Nation methods of child, family and community support, interventions, best practices, standards for staff, programs and facilities will be developed in collaboration with and for those Agencies.

- The Institute will operate in cooperation and collaboration with Agencies in the conduct of its operations and services.
- The Institute will adopt a comprehensive orientation in the identification and development of best practices in child, family and community services, being open to teachings and practices found throughout the world.
- The success of the Institute will be measured by its ability to support Agencies in their mandate to strengthen and develop First Nation children, families and communities.

Goal:

- The Institute, in collaboration with Agencies, will undertake the development of a comprehensive range of services and resources that will increase the ability of Agencies to achieve their mandates in relation to the caring, development and protection of First Nation children, families and communities.

Guiding Principles:

- The work of the Institute will be guided by First Nation cultures, languages and practices in relation to the caring, development and protection of children, families and communities.
- The traditional knowledge and the teachings of elders will be respected and honoured by the Institute.
- The participation of all 18 Saskatchewan First Nation Child and Family Services Agencies in the governance and services of the Institute will be encouraged, recognizing the autonomy of individual Agencies and the First Nations that created them. Agencies must provide a one year notice to withdraw support from the Institute after mediation has been attempted.
- The best interest of children, their families and communities will guide the governance, management, services and priorities of the Institute.

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- The Institute will report to the FSIN Legislative Assembly through the Health and Social Development Commission. The Institute mandate, standards, and operations will be consistent with the intent and provisions of the FSIN Indian Child Welfare and Family Support Act.
- There is no intent for the Institute to be regulatory in nature
- That the Institute does not in any way mitigate the governments' duty to consult with the individually affected agencies

Functions:

The Institute will achieve its Vision, Mission and Goal through the provision of a wide range of functions including:

- Research and Development
- Policy Coordination and Analysis
- Training and Human Resource Development
- Agency Operational Support
- Standards Development for Licensing and Accreditation
- Inter-Jurisdictional Case Management Development
- Management Information System Development
- Youth Services Planning and Development
- Legal Advisory Services
- Advocacy, Mediation and Dispute Resolution Services

The Institute's multi-year development and operations plan will be based on the final report of the feasibility study and updated through the establishment plan. The establishment plan will identify priorities and a schedule for the introduction of a broad range of services and initiatives. All Institute functions will be planned, developed and delivered in a child-centered and culturally appropriate basis, consistent with the guiding principles of the Indian Child Welfare and Family Support Act as amended from time to time.

Governance:

- The Institute will report to the FSIN Legislative Assembly, through the Health and Social Development Commission.
- The FSIN Chief or designated member of the FSIN Executive will be assigned as the liaison between the Board of Directors of the Institute and the FSIN Legislative Assembly.
- The Institute will be a separately incorporated administrative entity with each agency being a shareholder (18), governed by a Board of Directors of no more than 9 Directors including one Elder; the Board of Directors will be appointed by FNCFS Agencies according to a protocol established by the agencies. The Board will have representatives from each of the five Saskatchewan First Nations cultures, the four geographic areas of the province should be represented, and at least half of the Directors should be women, and all will have knowledge and experience about child and family services.
- The cost of governance should be no greater than 10% of the annual operating budget of the Institute.
- The Institute Board of Directors will include representation from the Institute's Elders Council, which will be established to advise the Institute Board, management and staff. The Elders Council will have representation from each of the 18 Saskatchewan FNCFS Agencies.
- The incorporation of the Institute will be guided by legal counsel to insure that the Treaties remain protected and that the Institute is adequately protected from liability.
- An Inter-Disciplinary Technical Advisory Committee will be established to provide advice to the Board, management and staff on wholistic and integrated approaches to family and community policy and program development. Membership on this committee could include representation from allied First Nation service sectors, other jurisdictions and funding agencies such as INAC and DCR.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions.

2. It is essential to ensure that all entries are supported by appropriate documentation and receipts.

3. Regular audits should be conducted to verify the accuracy of the records and to identify any discrepancies.

4. The second part of the document outlines the procedures for handling any irregularities or discrepancies.

5. It is important to investigate any irregularities promptly and to take appropriate corrective action.

6. The third part of the document provides a detailed description of the accounting system used.

7. This system is designed to ensure the accuracy and reliability of the financial data.

8. The fourth part of the document discusses the role of the accounting department in the overall business operations.

9. The accounting department is responsible for providing accurate and timely financial information to management.

Financing:

- The Institute will require adequate and sustainable funding to be able to achieve its mandate, vision and goal.
- The funding of the Institute should be clearly separate from the funding for agencies.
- Federal and provincial funding is accepted without prejudice to First Nation jurisdiction and authority for child and family services as provided in the Treaties.
- The activities of the Institute will be sustained by funding from a variety of sources including federal, provincial, and corporate funding provided directly to the Institute.
- FNCFS Agencies will have the ability to enter into contracted services arrangements with the Institute for services that are beyond the scope of the annual Institute operating plan.

Initial Operational Priorities:

- The development of First Nations standards for licensing, program accreditation, and staff certification.
- The coordination of training events and training materials for Board, staff, leaders, and caregivers on a wide variety of subjects.
- Provide operational support to FNCFS agencies in the coordination of policy and program development, and to provide advocacy support to address issues created by the policies of other jurisdictions and that benefit from a coordinated response from the Institute on behalf of all agencies.

Handwritten text, likely bleed-through from the reverse side of the page. The text is extremely faint and illegible due to low contrast and fading. It appears to be organized into several paragraphs or sections, but the specific content cannot be discerned.

APPENDIX C

**SASKATCHEWAN FIRST NATIONS
FAMILY AND COMMUNITY INSTITUTE INC.**

BY-LAW No. 1

Saskatchewan First Nations Family and Community Institute Inc.

By-Law No. 1

**A BY-LAW RELATING GENERALLY TO THE
CONDUCT OF THE AFFAIRS OF
SASKATCHEWAN FIRST NATIONS FAMILY AND COMMUNITY INSTITUTE
INC.**

BE IT ENACTED AND IT IS HEREBY ENACTED as a by-law of
Saskatchewan First Nations Family and Community Institute Inc. as follows:

**PART ONE
INTERPRETATION**

1. *Definitions* – In this by-law and all other by-laws of the Corporation, unless the context otherwise requires:
 - (a) “Act” means *The Non-Profit Corporations Act, 1995*, as from time to time amended, and every statute that may be substituted for it and, in the case of such substitution, any references in the by-laws of the Corporation to provisions of the Act shall be read as references to the substituted provisions in the new statute or statutes;
 - (b) “Articles” means the articles attached to the certificate of incorporation or continuance of the Corporation as from time to time amended or restated;
 - (c) “by-laws” means this by-law and all other by-laws of the Corporation from time to time in force and effect;
 - (d) “Board” means the board of directors of the Corporation;
 - (e) “Corporation” means Saskatchewan First Nations Family and Community Institute Inc.;
 - (f) “in writing” and “written” includes printing, typewriting and any other mode of representing or reproducing words in visible form, including, without limitation, transmission in electronic form;
 - (g) “meeting of members” includes an annual or special meeting of members;
 - (h) “member” means a member accepted by the Board as a member of the Corporation in accordance with the criteria enumerated in these by-laws.
2. *Act definitions* - all terms contained in the by-laws which are not defined in the by-laws and which are defined in the Act shall have the meaning given to such terms in the Act
3. *Gender, Plural, etc.* - words importing the singular number only shall include the plural and *vice versa* and words importing persons shall include individuals,

Saskatchewan First Nations Family and Community Institute Inc.

By-Law No. 1

bodies corporate, corporations, companies, partnerships, syndicates, trusts and any number of persons.

4. *Headings* – The headings used throughout the by-laws are inserted for reference purposes only and are not to be considered in construing the terms and provisions of these by-laws or to be deemed in any way to clarify, modify or explain the effect of such terms or provisions.
5. *Conflict with by-laws* – To the extent of any conflict between the provisions of the by-laws and the provisions of the Act, the Articles or any unanimous member agreement relating to the Corporation, the provisions of the Act, the Articles or the unanimous member agreement shall govern.
6. *Invalid provisions* – The invalidity or unenforceability of any provision of the by-laws shall not affect the validity or enforceability of the remaining provisions of the by-laws.

PART TWO **BUSINESS OF THE CORPORATION**

7. *Mission* – The Mission of the Corporation is as follows:
 - (a) The Corporation will create research and development capacities to serve Saskatchewan First Nation Child and Family Services Agencies; whose First Nation methods of child, family and community support, interventions, best practices, standards for staff, programs and facilities will be developed in collaboration with and for those Agencies.
 - (b) The Corporation will operate in cooperation and collaboration with Agencies in the conduct of its operations and services.
 - (c) The Corporation will adopt a comprehensive orientation in the identification and development of best practices in child, family and community services, being open to teachings and practices found throughout the world.
 - (d) The success of the Corporation will be measured by its ability to support Agencies in their mandate to strengthen and develop First Nation children, families and communities.
8. *Vision* – The Vision of the Corporation is as follows:

The Corporation is a central place where the cultures, languages, values, world views and traditional practices of families and communities, sharing the responsibility of caring and protecting Saskatchewan First Nations children, will be restored, taught and contemporized.

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Saskatchewan First Nations Family and Community Institute Inc.

By-Law No. 1

9. *Goals* -- The Goals of the Corporation are as follows:

- (a) The Corporation, in collaboration with the First Nations Child and Family Service Agencies in Saskatchewan, will undertake the development of a comprehensive range of services and resources that will increase the ability of Agencies to achieve their mandates in relation to the caring, development and protection of First Nation children, families and communities.
- (b) The Corporation will also:
 - (i) conduct research and disseminate findings to support recognition and further development of best practices in program and service delivery to Saskatchewan First Nations children, youth and their families;
 - (ii) provide public education on the needs of all Saskatchewan First Nations children, youth and their families through research, information and other services directed toward enhancing and improving public awareness on issues;
 - (iii) promote the development of policies for First Nations children, youth and their families aimed at strengthening existing programs and services, as well as promoting quality programs of care, education and treatment;
 - (iv) develop and promote First Nations training programs for boards of directors, professional staff, care givers and volunteers who work with First Nations children, youth and their families;
 - (v) develop the opportunity for inter-professional and inter-organizational exchanges among groups concerned with services to children, youth and their families;
 - (vi) act as an educational resource, promoting and fostering a greater knowledge and understanding of child and family service needs specific to the First Nations of Saskatchewan, among First Nations Child and Family Service Agencies in Saskatchewan, the public, the voluntary sector, First Nations organizations and, local, regional, national and provincial agencies and organizations;
 - (vii) facilitate the development of First Nations standards in services to Saskatchewan First Nations children, youth and their families, with particular focus on First Nations child welfare programs for the purpose of encouraging excellence in the delivery of services and enhancing the means by which children, youth and their families can be helped; and,

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY
5708 SOUTH CAMPUS DRIVE
CHICAGO, ILLINOIS 60637
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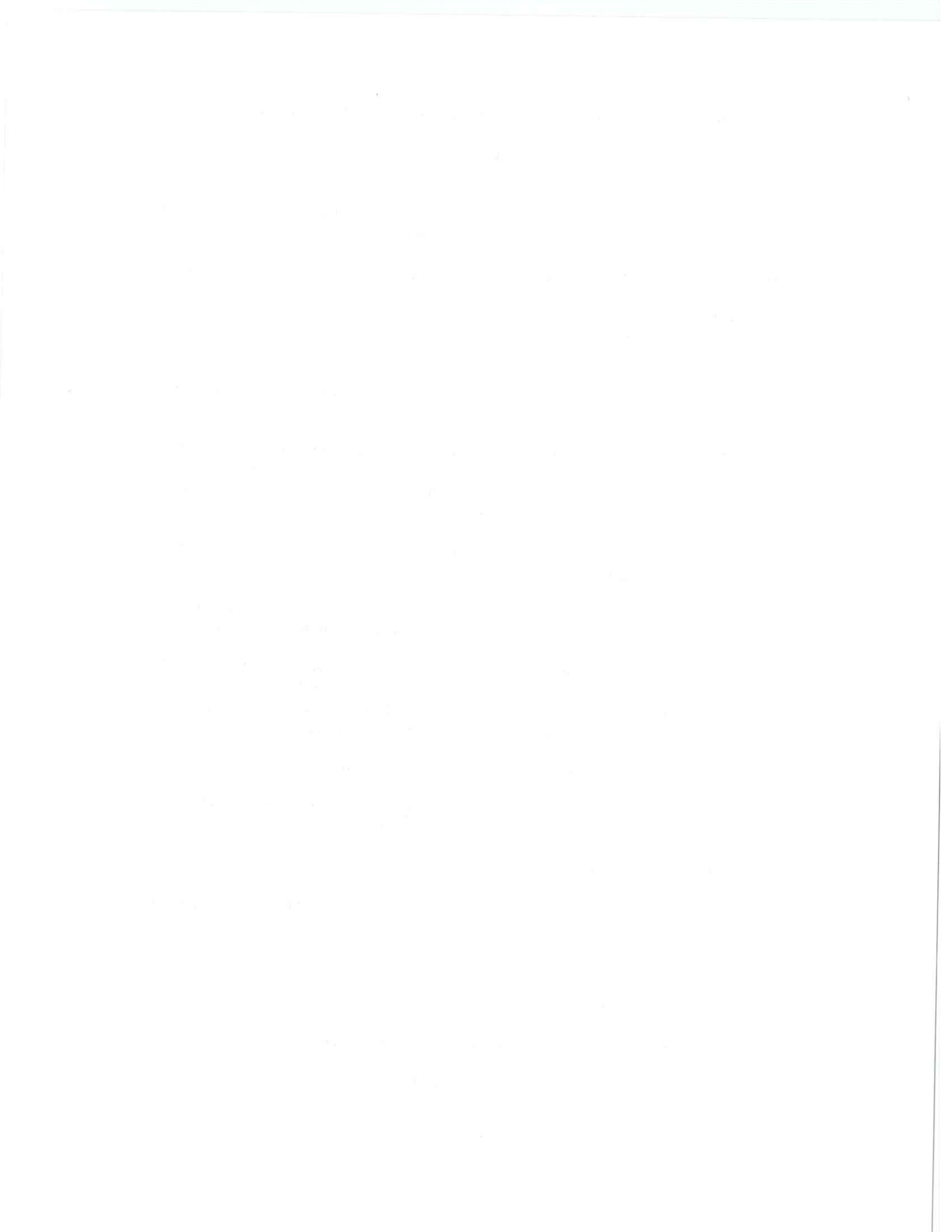
- (viii) promote sensitivity in policies and programs relative to the diverse needs of individuals, families and communities within all programs conducted on behalf of the Institute.

10. Guiding Principles – The Guiding Principles of the Corporation are as follows:

- (a) The work of the Corporation will be guided by First Nation cultures, languages and practices in relation to the caring, development and protection of children, families and communities.
- (b) The traditional knowledge and the teachings of elders will be respected and honoured by the Corporation.
- (c) The participation of all Saskatchewan First Nation Child and Family Services Agencies in the governance and services of the Corporation will be encouraged, recognizing the autonomy of individual Agencies and the First Nations that created them.
- (d) Regular Members shall provide a one year notice to withdraw support from the Corporation.
- (e) The best interest of children, their families and communities will guide the governance, management, services and priorities of the Corporation.
- (f) The Corporation will report to the FSIN Legislative Assembly through the Health and Social Development Commission. The Corporation's mandate, standards, and operations will be consistent with the intent and provisions of the FSIN Indian Child Welfare and Family Support Act.
- (g) The Corporation shall not be regulatory in nature.
- (h) The Corporation does not, in any way, mitigate the governments' duty to consult with the individually affected Child and Family Service Agencies.

11. *Functions* – The Functions of the Corporation are as follows:

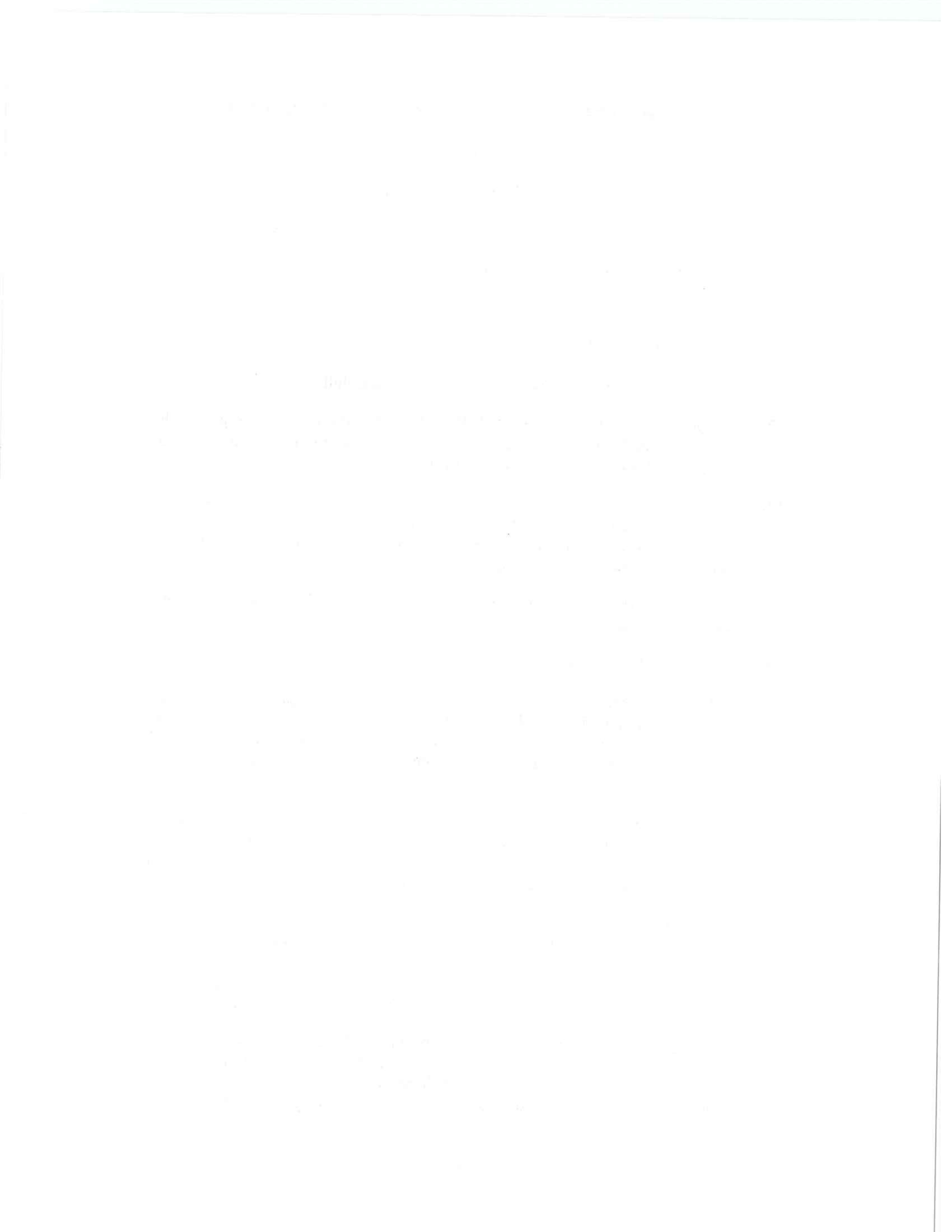
- (a) The Corporation will achieve its Vision, Mission and Goals through the provision of a wide range of functions including:
 - (i) Research and Development
 - (ii) Policy Coordination and Analysis
 - (iii) Training and Human Resource Development
 - (iv) Agency Operational Support



Saskatchewan First Nations Family and Community Institute Inc.

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- (v) Standards Development for Licensing and Accreditation
 - (vi) Inter-Jurisdictional Case Management Development
 - (vii) Management Information System Development
 - (viii) Youth Services Planning and Development
 - (ix) Legal Advisory Services
 - (x) Advocacy, Mediation and Dispute Resolution Services
12. *Not for Profit* – The Corporation shall not be operated for profit. No part of the income of the Corporation shall be paid or payable to or otherwise available for the personal benefit of any member of the Corporation.
13. *Registered Office* – The Corporation may from time to time by resolution of the Board change the address of the registered office of the Corporation. The current registered office of the Corporation is Suite 150 – 203 Packham Avenue, Saskatoon, Saskatchewan, Canada, S7K 4N4.
14. *Seal* – The corporate seal of the Corporation, if any, shall be in such form as the Board may from time to time adopt.
15. *Execution of Agreements* –
- (a) Agreements, instruments or any other documents requiring execution by the Corporation may be signed by any two officers or directors (or where the Corporation has only one officer, the signature of that officer), and all such agreements, instruments or documents so signed shall be binding upon the Corporation.
 - (b) The Board may from time to time by resolution appoint any officer or officers or any individual or individuals on behalf of the Corporation to sign agreements, instruments or other documents generally or to sign specific agreements, instruments or other documents.
 - (c) The seal of the Corporation may, when required, be affixed to agreements, instruments or other documents executed on behalf of the Corporation in the manner contemplated by this section 15. However, no agreement, instrument or other document is invalid merely because the corporate seal is not affixed to such agreement, instrument or other document.
16. *Banking Arrangements* – The banking business of the Corporation including, without limitation, the borrowing of money and the giving of security to secure the obligations of the Corporation, shall be transacted with such banks, trust companies or other bodies corporate or organizations as may from time to time be



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authorized by the Board. Such banking business shall be transacted under such agreements, instructions and delegations of powers as the Board may from time to time prescribe or authorize.

17. *Cheques, Drafts and Notes* – All bank drafts, cheques, promissory notes, bills of exchange or other negotiable instruments, and all withdrawals from the Corporation's accounts shall be executed in the name of the Corporation and signed by any two individuals designated by resolution of the Board.
18. *Fiscal Year* – The fiscal year of the Corporation shall terminate on the 31st day of March in each year or as the Board may from time to time by resolution otherwise determine.
19. *Gifts* – The Corporation may receive and hold payments, grants, devises, gifts and bequests made to it by any other agency of government, whether municipal, provincial or federal, or by any person, association or corporation, and may use the payments, grants, devises, gifts and bequests so received for the general purposes of the Corporation or for any special purposes or in accordance with any terms and conditions specified by the person(s) making the payments, grants, devises, gifts or bequests.

PART THREE **MEMBERSHIP**

20. *Membership* – There shall be two classes of membership in the Corporation: Regular Members and Associate Members.
21. *Regular Members* – Regular Members of the Corporation shall consist of the First Nations Child and Family Services Agencies in Saskatchewan, duly recognized by their respective First Nations. A register of current Regular Members shall be maintained in the Corporation's head office. Regular members are entitled to all privileges of membership, including the right to vote at meetings of the members.
22. *Associate Members* – Associate Members of the Corporation shall consist of such individuals, corporations, partnerships or other legal entities as the Board may designate as appropriate to be associate Members of the Corporation including, without limitation, Federation of Saskatchewan Indian Nations, Saskatchewan Ministry of Social Services and Indian and Northern Affairs Canada. A register of current Associate Members shall be maintained in the Corporation's head office. Associate Members are entitled to all privileges of membership, except the right to vote at meetings of the members.
23. *Membership Dues* – Members of the Corporation shall not be required to pay an annual membership fee in order to remain a member in good standing of the Corporation.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In addition, it is noted that the records should be kept for a minimum of five years. This is a standard requirement for most businesses and helps in the event of an audit or a tax dispute.

The second part of the document provides a detailed breakdown of the company's revenue and expenses for the quarter. It includes a table with columns for 'Category', 'Amount', and 'Percentage of Total'.

Category	Amount	Percentage of Total
Revenue	\$1,200,000	100%
Cost of Goods Sold	\$750,000	62.5%
Gross Profit	\$450,000	37.5%
Operating Expenses	\$300,000	25%
Net Income	\$150,000	12.5%

The table above shows that the company's gross profit margin is 37.5%, which is a healthy indicator of its operational efficiency. However, the operating expenses represent a significant portion of the revenue, at 25%. This suggests that there is still room for improvement in cost management.

The net income for the quarter is \$150,000, which represents 12.5% of the total revenue. This is a solid result, but it is important to monitor these trends over time to ensure long-term sustainability.

The following section provides a detailed analysis of the company's financial performance over the last five years. It includes a line graph showing the growth of revenue and a bar chart illustrating the fluctuation in net income.

The revenue has shown a steady upward trend, starting at \$800,000 in 2018 and reaching \$1,200,000 in 2023. This growth is primarily driven by an increase in sales volume and the introduction of new product lines.

On the other hand, the net income has been more volatile, with a peak of \$200,000 in 2021 and a low of \$50,000 in 2022. This volatility is largely due to changes in operating expenses and the impact of market conditions.

Overall, the company's financial performance has been positive, with a clear upward trajectory in revenue and a strong net income. Continued focus on cost control and revenue growth will be key to maintaining this success in the future.

Saskatchewan First Nations Family and Community Institute Inc.

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24. *Admission of Members* – The Board may, in its sole discretion, refuse to admit any applicant to the membership of the Corporation.
25. *Termination of Membership* –
- (a) A member's rights, privileges and interests in the Corporation cease upon termination of membership in the Corporation.
 - (b) Membership in the Corporation is terminated when:
 - (i) the member resigns pursuant to section 25(c); or
 - (ii) the member is required to resign or the member's membership is terminated pursuant to section 25(d).
 - (c) Any member may resign from membership in the Corporation at any time after it has fulfilled all of its obligations to the Corporation by submitting a written notice of intent to resign to the Board one year prior to the desired resignation date.
 - (d) Any member may be required to immediately resign by an affirmative vote of at least two-thirds of the Board on the grounds that the member:
 - (i) having been held by a court of competent jurisdiction to have violated some law (whether statutory, regulatory or policy in force as if enacted as a statute or regulations), has thereby subjected the Corporation or another member to criticism or adverse publicity; or
 - (ii) for failure to comply with the by-laws or Articles; or
 - (iii) for failure to comply with any standards of membership that may be established by the Corporation;

provided that notice of such proposed action and the reasons therefore are given to the member at least thirty days in advance and the member is given the opportunity to be heard at the meeting at which the action is to be taken; and provided further that nothing herein shall be interpreted to prohibit any member at any time and on any issue from taking a position or following a course of action at variance with that of the Corporation.
 - (e) Membership in the Corporation shall not be transferable or assignable and shall terminate upon the death, bankruptcy or dissolution of the member.

1. The first part of the document is a list of names.

2. The second part is a list of dates.

3. The third part is a list of times.

4. The fourth part is a list of locations.

5. The fifth part is a list of activities.

6. The sixth part is a list of events.

7. The seventh part is a list of people.

8. The eighth part is a list of places.

9. The ninth part is a list of things.

10. The tenth part is a list of actions.

11. The eleventh part is a list of objects.

12. The twelfth part is a list of subjects.

13. The thirteenth part is a list of verbs.

14. The fourteenth part is a list of adjectives.

15. The fifteenth part is a list of nouns.

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17. The seventeenth part is a list of prepositions.

18. The eighteenth part is a list of conjunctions.

19. The nineteenth part is a list of interjections.

20. The twentieth part is a list of particles.

21. The twenty-first part is a list of adverbs.

22. The twenty-second part is a list of determiners.

23. The twenty-third part is a list of quantifiers.

24. The twenty-fourth part is a list of modal verbs.

Saskatchewan First Nations Family and Community Institute Inc.

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**PART FOUR
MEMBERS' MEETINGS**

26. *Calling of Meetings* –
- (a) Subject to the by-laws and the requirements in the Act respecting the calling of meetings, the Board shall call an annual meeting of members not later than 15 months after holding the preceding annual meeting.
 - (b) The Board may by resolution call a special meeting of members at any time but shall call a special meeting of the members upon the written request of members whose membership interests carry not less than twenty-five (25%) of the rights to vote at the proposed meeting of members.
 - (c) Subject to the requirements of the Act, meetings of members shall be held at the place within or outside Canada that the Board determines.
27. *Waiver of Notice, Irregularities* – A member or any other person entitled to attend a meeting of members may, in any manner and at any time, waive notice of a meeting of members, or any irregularity in any such meeting or in the notice of the meeting. Attendance of any such person at a meeting of members shall constitute a waiver of notice of the meeting except where such person attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called.
28. *Quorum* – A quorum for any meeting of the members of the Corporation shall be constituted only if more than fifty (50%) percent of the members of the Corporation in good standing for the time being enjoying voting rights at such meeting are present or represented by proxy or other representative. If a quorum is present when the meeting is called to order, then a quorum shall be deemed to be constituted throughout the continuance of the meeting. If a quorum is not present at the time and place fixed for the meeting in the notice thereof, the meeting shall, without further action, stand adjourned to be convened on the same day of the following week at the same place and at the same time and those present at the adjourned meeting shall constitute a quorum.
29. *Chair of a Meeting* – The Chairperson of the Corporation or, in the Chairperson's absence, the Vice-Chairperson of the Corporation or, in the absence of both the Chairperson and the Vice-Chairperson, the Secretary/Treasurer shall chair every meeting of members of the Corporation. If there is no such officer present within 30 minutes after the time appointed for holding the meeting or no such officer is willing to act as chair, the members present shall endorse one of their number to chair the meeting.

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30. *Adjournments* – The Chair of the meeting may with the consent of a majority of the members present at the meeting adjourn any meeting of members from time to time to a fixed time and place and, subject to the Act, no notice of the time and place for the holding of the adjourned meeting shall be required if the adjourned meeting is held in accordance with the terms of the adjournment and if a quorum as constituted at the time of adjournment is present at the meeting. If there is not a quorum as so constituted present at the adjourned meeting, the original meeting shall be deemed to have terminated immediately after its adjournment. Any business may be brought or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.
31. *Voting* –
- (a) Subject to the limitations set out in the Articles, each Regular Member in good standing who is personally present shall be entitled to vote at all meetings of members.
 - (b) Subject to the Act, applicable law, the Articles and this by-law, and unless a ballot is demanded or required, voting at a meeting of members shall be by way of a show of hands. Upon a show of hands each person present and entitled to vote at the meeting shall have one vote and a declaration by the chair of the meeting that any question has been carried, carried by a particular majority or not carried and an entry to that effect in the minutes of the meeting shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion and the result of the vote so taken and declared shall be the decision of the members upon such question.
 - (c) The Chair of the meeting or any member or proxy entitled to vote at the meeting may require or demand a ballot upon any question, either before or immediately after any vote by show of hands, but such requirement or demand may be withdrawn at any time prior to the taking of the ballot. Any ballot shall be taken in such manner as the chair of the meeting shall direct. On a ballot, each member present in person or represented by proxy or other representative and entitled to vote on a question put forth at a meeting of members shall be entitled to one vote in respect of the question. The result of the ballot so taken shall be the decision of the members upon the question.
 - (d) If a body corporate or association is a member, the Corporation shall recognize any individual authorized by resolution of the directors or governing body of the body corporate or association to represent it at any meeting of members. A member appointing a designated representative may revoke the designation of its representative by written notice to the

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Corporation and thereupon the person whose designation is revoked shall cease to be the representative of the member.

- (e) Members of the Corporation may cast a ballot by mail to decide any issue respecting which the members are entitled to vote. On a mail ballot, each member entitled to vote on the issue put forth shall be entitled to one vote in respect of the question. Before conducting any mail ballot, the Board shall enact a by-law setting out the procedures for collecting, counting and reporting the results of any mail ballot.

32. *Resolution in lieu of meeting –*

- (a) Except as prohibited by the Act, a resolution in writing signed by all the members entitled to vote on that resolution at a meeting of members is as valid as if it had been passed at a meeting of members.
- (b) A resolution in writing dealing with all the matters required by the Act to be dealt with at a meeting of members, and signed by all the members entitled to vote at the meeting, satisfies all the requirements of the Act relating to meetings of members.
- (c) Any such resolution in writing is effective for all purposes at such time as the resolution states regardless of when the resolution is signed and the resolution may be signed in counterpart and by facsimile or electronic mail.
- (d) A copy of every such resolution in writing shall be kept with minutes of the meetings of members.

33. *Telephone Meetings –* With the consent of the Chair of the meeting of members, a member or any other person entitled to attend a meeting of members may participate in the meeting by means of telephone or other communication facilities that permit all persons participating in the meeting to hear each other, and a person participating in such a meeting by those means shall be considered present at the meeting.

34. *Annual General Meeting –* Subject to the Act and the bylaws, the annual general meeting shall be held in each calendar year at such time and place as the Board shall determine. In addition to any other business that may be transacted, at every annual general meeting, the Report of the Board, the Financial Statements and the Auditors' Report shall be presented to the Members.



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PART FIVE
DIRECTORS

35. *Number* – The Board shall consist of such number of directors as is fixed by the Articles, or where the Articles specify a variable number, shall consist of such number of directors as is not less than the minimum nor more than the maximum number of directors provided in the Articles and as shall be fixed from time to time by resolution of the Board. The current Board consists of 10 directors including 1 representative from the Elder's Council.
36. *Action by the Board* – Subject to the Articles and any unanimous member agreement, the Board shall manage or supervise the management of the affairs and business of the Corporation and may exercise all such powers and do all such acts and things as may be exercised or done by the Corporation and which are not expressly directed or required by the Act or other statute, the Articles, the by-laws or any special resolution of the Corporation to be done in some other manner.
37. *General Responsibilities* – The Board is intended to be a working board that is responsible for policy making and fiscal oversight of the Corporation. Directors are expected to support the goals and purposes of the Corporations as set forth herein. The Directors shall adhere to such conflict of interest guidelines as may be established by the Board from time to time. Directors benefits include opportunities to network, shape policy and bring new resources to First Nations Child and Family Services. The Board shall establish the overall goals for the Corporation but, in doing so, shall solicit the input of the First Nations Child and Family Service Agencies in Saskatchewan, the Corporation's Elder's Council and the Interdisciplinary Advisory Committee. Together with the Executive Director, the Board shall set goals for the best use of the Corporation's resources. In addition and without limiting the generality of Section 35 above, the Board and each director shall:
- (a) Approve the budget for the fiscal year based on the recommendation of the appropriate Board Committee;
 - (b) Review and approve the Corporation's financial statements, advise on investments and approve funding proposals (including such funding proposals that are not included within the scope of the approved budget);
 - (c) Participate in fundraising activities for the Corporation;
 - (d) Ensure that all necessary books and records are regularly and properly kept;
 - (e) Be responsible for making policies to govern their conduct of the Corporation's business including, without limitation, policies relating to By-laws, Human Resources, Financial and Administrative policies;



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- (f) Be responsible for maintaining a working knowledge of the Corporation's bylaws and policies; and
 - (g) Ensure that they are well informed about First Nations child welfare and other issues affecting First Nations children, their families and communities.
38. *Term, Retiring Directors* – The term of office for a director shall be from the date of the meeting at which he or she is elected until the annual meeting next following; provided that a retiring director shall retain office until the adjournment or termination of the meeting at which his or her successor is elected unless such meeting was called for the purpose of removing him or her from office as a director in which case the director so removed shall vacate office forthwith upon the passing of the resolution for his or her removal. Retiring directors, if qualified, are eligible for re-election. To the extent it is reasonably possible to do so, the Board should endeavour to:
- (a) have representation from each of the five (5) Saskatchewan First Nations' cultures;
 - (b) have representation from the four (4) geographic areas of the Province of Saskatchewan; and
 - (c) have equal male and female representation.
39. *Qualifications of Directors* – In addition to the requirements of the Act and the Articles of the Corporation, all directors of the Corporation, other than the representative of the Elder's Council, must be a director, officer, executive director or general manager of a Regular Member.
40. *Removal of Board Member* – In addition to the grounds for the removal of a member as set forth in Subsection 25(d), a director who, without cause (or Board permission), fails to attend three consecutive regular Board meetings, may, at the discretion of the Board be removed from the Board by a majority vote to that effect. A director may, at the discretion of the Board, acting reasonably, be removed from the Board for any other reason by a three-quarters majority vote to that effect.
41. *Failure to elect full number of directors* – Whenever at any election of directors of the Corporation the full number of directors is not elected by reason of the disqualification, the refusal to act or the failure to consent to act as a director or the death of any nominee or nominees, the directors elected may exercise all powers of the Board so long as the number of directors so elected constitutes a quorum.
42. *Vacancies* – Where there is a vacancy on the board of directors and:

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- (a) where there is a quorum of directors, the remaining directors:
 - (i) may exercise all the powers of the directors; or
 - (ii) may fill the vacancy until the next annual meeting;
 - (b) where there is no quorum of directors, the remaining directors shall call a general meeting of the members for the purpose of electing directors to fill any vacancies.
43. *Remuneration* – The directors shall generally serve without remuneration however remuneration may be paid to the directors following the passage of a resolution to such effect by the members at an annual meeting of members. No director shall directly or indirectly receive any profit from his position as such other than in accordance with this Section 42. Notwithstanding the foregoing, directors may be reimbursed for reasonable out-of-pocket expenses incurred in the course of carrying out their duties as directors. The Elder representative on the Board may be paid an honorarium in addition to the reimbursement of his/her out of pocket expenses.
44. *Board Committees* – Board committees may be established as standing committees or to serve on an ad hoc basis. The Board shall appoint committee members and such committee members shall hold their respective offices at the pleasure of the Board. The Board shall determine the mandate and duties of each committee. Directors are expected to serve on at least on committee and to be available for committee meetings between regular Board meetings.
45. *Conduct* – Directors shall conduct themselves professionally and with dignity, shall maintain respect for fellow directors and shall bring spiritual strength to the Corporation. All directors and officers of the Corporation must provide a Criminal Record Check and a Child Abuse Record Check prior to becoming a director or officer of the Corporation and must be prepared to provide a Criminal Record Check and/or a Child Abuse Record Check, upon request of the Board, at any time thereafter. The results of the Criminal Record and Child Abuse Record Checks can, at the discretion of the Board, lead to the removal of a director or officer and/or to the disqualification of a nominee to the Board or any office of the Corporation.
46. *Officers* –
- (a) There shall be appointed by the directors a Chairperson, a Vice-Chairperson and a Secretary/Treasurer. The Officers of the Corporation shall serve as the Executive Committee. The Officers shall hold office for one (1) year from the date of their election or until their successor shall be elected or until their death, resignation or removal. The Chairperson shall be eligible for election to no more than three (3) consecutive terms. All



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other officers shall be eligible for election to no more than five (5) consecutive terms in the same office.

- (b) The Chairperson of the Corporation shall preside at all meetings of members and at all meetings of the Board and at all meetings of the Executive Committee and shall be, by virtue of the office, a member of all committees. In the absence of the Chairperson of the Corporation, the Vice-Chairperson of the Corporation shall preside at meetings of members or at meetings of the Board. In the absence of the Chairperson of the Corporation and the Vice-Chairperson of the Corporation, the Secretary/Treasurer of the Corporation shall preside at meetings of members or at meetings of the Board.
 - (c) Subject to the requirements of the Act, the Board shall elect such officers as it deems appropriate. The Board may specify the duties of such officers and delegate any powers that the Board may lawfully delegate. The Board, in its discretion, may remove any officer of the Corporation. Until such removal, each officer appointed by the Board shall hold office until a successor is appointed, or until such officer's earlier resignation or removal.
47. *Executive Director* – The Board may employ an Executive Director who shall be the chief executive officer of the Corporation and who, subject to the control of the Board, shall have charge of the operations of the Corporation and shall also have such other powers and perform such other duties as the Board may assign to him or her. The Executive Director shall, at the expense of the Corporation, be bonded in such amount as shall be determined by the Board.
48. *Elder's Council* – An Elder's Council may be established by the Board to provide advice to the Board, management and staff of the Corporation.
49. *Interdisciplinary Technical Advisory Committee* - An interdisciplinary Technical Advisory Committee may be established by the Board to provide advice to the Board, management and staff of the Corporation on holistic and integrated approaches to family and community policy and program development. Membership on this committee may include representation from allied First Nations service sectors, universities, other jurisdictions and funding agencies such as Indian and Northern Affairs Canada and Saskatchewan Ministry of Social Services.
50. *By-laws* – The Board may make such by-laws as it deems necessary or desirable with respect to rules and regulations for carrying out and effecting the objectives for which the Corporation has been established, but such by-laws shall be valid and binding only until the next annual general meeting of the Corporation unless they are then approved either wholly or with alterations or amendments, and they



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shall have force and effect thereafter only as so approved or as altered and amended.

51. *Appointment of an Auditor* – The Board shall each year at its annual general meeting appoint an auditor who shall be a member of the Institute of Chartered Accountants of Saskatchewan.
52. *Insurance* – The Board may make such arrangements as it deems expedient, either with an insurance company or in any other manner, for indemnifying its employees against accident or sickness or both, and may also make similar arrangements for insuring the lives of its employees.
53. *Borrowing* – The Board may by resolution authorize the Corporation to borrow such sums as are deemed necessary to meet current expenditures upon such terms and conditions as may be advisable.

PART SIX MEETINGS OF DIRECTORS

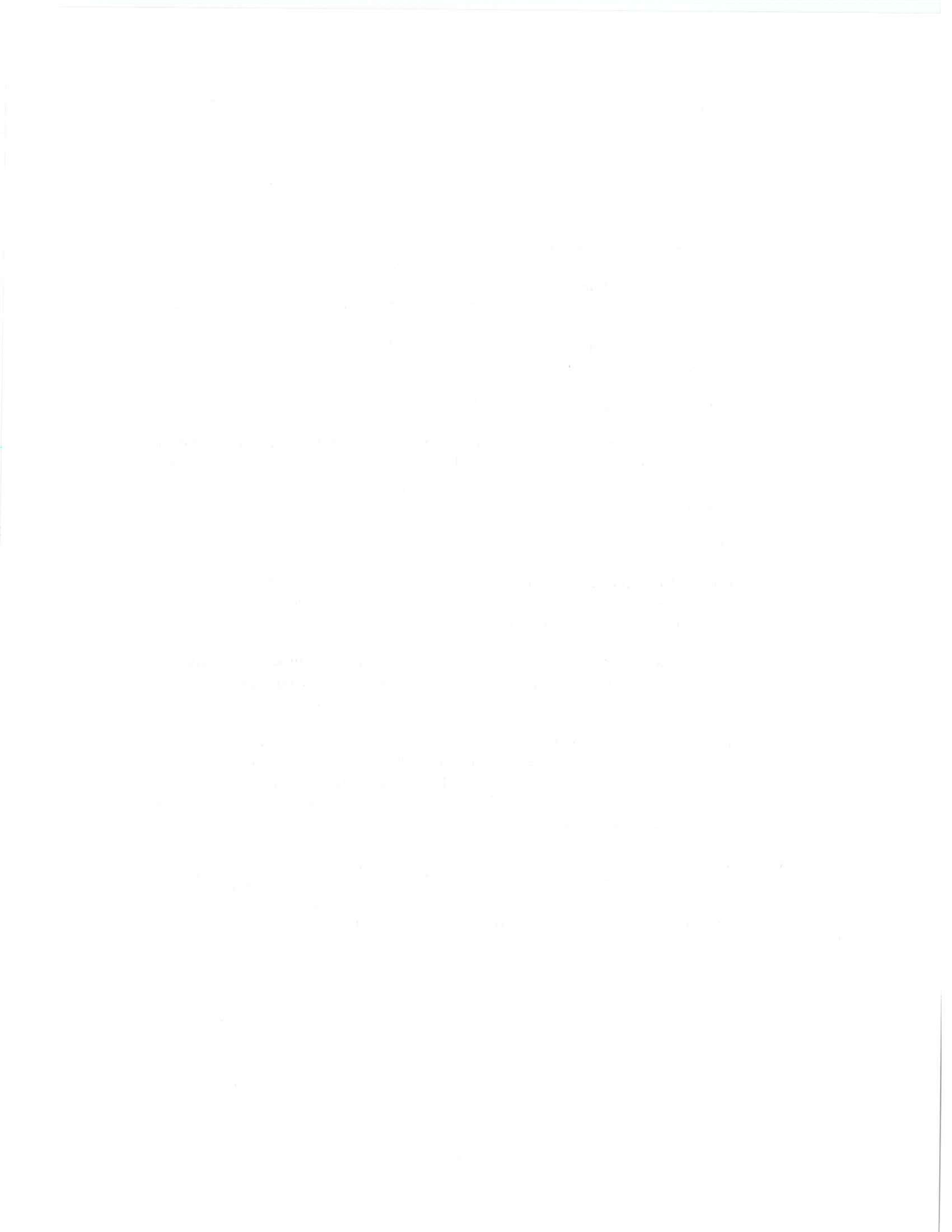
54. *Place of Meeting* – Meetings of the Board and of any committee of the Board may be held at any place within or outside Canada.
55. *Convening of meetings* – A meeting of the Board may be convened by the Chairperson of the Corporation, or in the Chairperson's absence, the Vice-Chairperson of the Corporation or any 2 directors at any time. Except as otherwise provided by the Act and the by-laws, the directors either as a Board or as a committee thereof may convene, adjourn and otherwise regulate their meetings as they think fit.
56. *Telephone Meetings* – With the consent of the chair of a meeting of the Board or the chair of a meeting of a committee of the Board, one or more directors may participate in a meeting of the Board or a committee of the Board by means of telephone or other communications facilities that permit all persons participating in the meeting to hear each other. Any such director participating in such a meeting in such manner shall be considered present at the meeting.
57. *Time of Notice* –
 - (a) Notice of the time and place of each meeting of the Board shall be given in the manner provided in these by-laws to each director, in the case of notice given by personal delivery, telecopier or other means of electronic communication, not less than 48 hours before the time when the meeting is to be held, and in the case of notice given by mail, not less than 4 days before the time when the meeting is to be held, provided that meetings of the Board or of any committee of the Board may be held at any time

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without formal notice if all the directors are present (including present by way of telephone participation) or if all the absent directors waive notice.

- (b) For the first meeting of the Board to be held immediately following the election of directors at an annual meeting of members or special meeting of the members or for a meeting of the Board at which a director is appointed to fill a vacancy in the Board, no notice need be given to the newly elected or appointed director or directors in order for the meeting to be duly constituted, provided a quorum of the Board is present.
58. *Contents of Notice* – Notice of any meeting of the Board shall state in reasonable detail the business to be conducted at the meeting.
59. *Waiver* – Notice of any meeting of the Board or any irregularity in any meeting or in the notice thereof may be waived by any director in any manner, and such waiver may be validly given either before or after the meeting to which such waiver relates.
60. *Quorum* –
- (a) A quorum for any meeting of the Board shall consist of a majority of the directors of the Board or such other number as the directors may by resolution from time to time determine.
 - (b) If a quorum is present when the meeting is called to order, then a quorum shall be deemed to be constituted throughout the continuance of the meeting.
 - (c) If a quorum is not present at the time and place fixed for the meeting in the notice thereof, the meeting shall, without further action, stand adjourned to be convened on the same day of the following week at the same place and at the same time and those present at the adjourned meeting shall constitute a quorum.
61. *Chair of the Meeting* – The Chairperson of the Corporation or, in the absence of the Chairperson of the Corporation, the Vice-Chairperson of the Corporation or, in the absence of the Chairperson and the Vice-Chairperson of the Corporation, the Secretary/Treasurer of the Corporation shall chair every meeting of the Board. If there is no such officer present within 30 minutes after the time appointed for holding the meeting or no such officer is willing to act as chair, the directors present may choose one of their number to chair the meeting.
62. *Adjournment* – The chair of a meeting of the Board may with the consent of a majority of the directors present at a meeting, adjourn any meeting of the Board to a fixed time and place and, subject to the Act, if a quorum is constituted at the time of adjournment no notice of the fixed time and place for the holding of the



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adjourned meeting shall be required, provided that the adjourned meeting is held in accordance with the terms of the adjournment. The directors who formed a quorum at the original meeting are not required to form the quorum at the adjourned meeting. However, if there is not a quorum present at the adjourned meeting, the original meeting shall be deemed to have terminated forthwith after its adjournment. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

63. *Voting* – Decisions of the Board shall be determined by a majority of votes of the directors present. In the case of an equality of votes, the chair of the meeting shall have a second and casting vote.
64. *Resolution in Lieu of Meeting* –
- (a) A resolution in writing, signed by all the directors entitled to vote on that resolution at a meeting of the Board is as valid as if it had been passed at a meeting of the Board.
 - (b) A resolution in writing, signed by all the directors entitled to vote on that resolution at a meeting of the Board, satisfies all the requirements of the Act relating to meetings of directors.
 - (c) Any such resolution in writing is effective for all purposes at such time as the resolution states regardless of when the resolution is signed and may be signed in counterpart and by facsimile transmission or electronic mail.
 - (d) A copy of every such resolution in writing shall be kept with minutes of the meetings of the Board.

PART SEVEN NOTICES

65. *Manner of Notice* – Any notice (which includes any communication or document) to be given pursuant to the Act, the Articles, the by-laws or otherwise to a member, director, officer, auditor or member of a committee of the Board shall be sufficiently given if delivered personally to the person to whom it is to be given or if delivered to such person's latest address as shown on the records of the Corporation or if mailed to such person at the said address by prepaid ordinary or airmail or if sent to such person by telecopier or other means of electronic communication. A notice so delivered shall be deemed to have been given when it is delivered personally or to the said address as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; a notice so sent by telecopier or other means of electronic communication shall be deemed to have been given when dispatched or when delivered to the appropriate communication company or agency or its

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representative for dispatch. The Corporation may change or cause to be changed the recorded address, telecopier number or any other electronic address or number of any member, director, officer, auditor, or member of a committee of the Board in accordance with any information which the Corporation reasonably believes to be reliable.

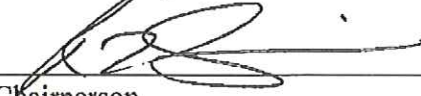
66. *Notice Computation* – In computing the time when notice must be given under any provision requiring a specific number of hours notice, the hour of giving the notice and the hour of commencement of the meeting shall be excluded, and in computing the date when notice must be given under any provision requiring a specified number of days notice of any meeting or other event, the date of giving the notice shall be excluded and the date of the meeting or other event shall be included.
67. *Returned Notices* – Where notices or other documents required to be given by the Corporation to its members have been given to a member at such member's latest mailing address, telecopier number or other electronic address as shown on the records of the Corporation and where, on 3 consecutive occasions, notices or other documents have been returned to the Corporation, the Corporation is not required to give to the member any further notices or other documents until such time as the Corporation receives written notice from the member requesting that notices and other documents be sent to the member at a specified address or number.
68. *Signature* – Subject to the Act, the signature of any director or officer of the Corporation to any notice may be written, stamped, typewritten or printed or partly written, stamped, typewritten or printed.
69. *Certificate of Officer* – A certificate of any director or officer of the Corporation in office at the time of the making of the certificate as to facts in relation to the mailing or delivery or service of any notice or other document to any member, director, officer or auditors or publication of any notice or other document shall be conclusive evidence thereof and shall be binding on every member, director, officer or auditor of the Corporation, as the case may be.
70. *Common Notice* – A special meeting and the annual meeting of members of the Corporation may be convened by one and the same notice, and it shall be no objection to the said notice that it only convenes the second meeting contingently on any resolution being passed by the requisite majority at the first meeting.
71. *Omissions and Errors* – The accidental omission to give any notice to any member, director, auditor or member of a committee of the Board or the non-receipt of any notice by any such person or any error in any notice not affecting the substance of the notice shall not invalidate any action taken at any meeting held pursuant to such notice or otherwise founded on such omission.

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This by-law shall come into effect when made by the Board in accordance with the Act.

ENACTED by the Board effective the 1st day of July, 2009.




Chairperson



Secretary-Treasurer

CONFIRMED by the members in accordance with the Act on the 6th day of August, 2009.



Secretary-Treasurer



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Supporting the First Nations Child and Family Service Agencies of Saskatchewan