

JUN 30 2016

**Re: Your request for access to information under Part 2 of *The Freedom of Information and Protection of Privacy Act (FIPPA)* –  
Our File Number: 16-25**

On May 5, 2016, the Department of Families received your request for access to the following records:

**16-25**

"All materials provided to the current Minister of Families, since the most recent provisional election, including but not limited to : advisory and briefing notes, house books and house preparation materials related to the transition of government."

On May 18, 2016 you spoke with Mike Baudic, Director of the Information and Privacy Policy Secretariat and revised your request as follows:

"The transition binder prepared by the department and provided to a new Minister upon appointment that describes the department structure, responsibilities, priorities and critical issues, as well as any advisory notes, briefing notes or other materials provided to the minister by the date of the access request."

Your request has been granted in part. We have redacted information that is exempted from disclosure, as required by FIPPA. However we have provided you with as much information as possible. Note that financial information provided in these records is based on the information available at a certain point in time. Please find the records enclosed.

In the interest of the Manitoba Government's commitment to openness and transparency, this response letter along with the responsive records will be made available on our proactive disclosure website. Any personal or other confidential information belonging to you or a third party will be removed prior to disclosure.

Redacted information has been withheld under 18(1)(b); 18(1)(c)(i)(ii); 19(1)(a)(b)(c)(e); 21(1)(a)(c.1); 23(1)(a)(c)(d)(f); and 27(1)(a) of FIPPA.

**18(1)** The head of a public body shall refuse to disclose to an applicant information that would reveal

- (b) commercial, financial, labour relations, scientific or technical information supplied to the public body by a third party, explicitly or implicitly, on a confidential basis and treated consistently as confidential information by the third party

(c) commercial, financial, labour relations, scientific or technical information the disclosure of which could reasonably be expected to

(i) harm the competitive position of a third party,

(ii) interfere with contractual or other negotiations of a third party

19(1) The head of a public body shall refuse to disclose to an applicant information that would reveal the substance of deliberations of Cabinet, including

(a) an agenda, minute or other record of the deliberations or decisions of Cabinet;

(b) discussion papers, policy analyses, proposals, advice or similar briefing material submitted or prepared for submission to Cabinet;

(c) a proposal or recommendation prepared for, or reviewed and approved by, a minister for submission to Cabinet;

(e) a record prepared to brief a minister about a matter that is before, or is proposed to be brought before, Cabinet or that is the subject of communications among ministers relating directly to government decisions or the formulation of government policy

21(1) The head of a public body may refuse to disclose information to an applicant if disclosure could reasonably be expected to harm relations between the Government of Manitoba or a government agency and any of the following or their agencies:

(a) the Government of Canada;

(c.1) the council of a band as defined in the *Indian Act (Canada)*, or an organization performing government functions on behalf of one or more bands;

23(1) The head of a public body may refuse to disclose information to an applicant if disclosure could reasonably be expected to reveal

(a) advice, opinions, proposals, recommendations, analyses or policy options developed by or for the public body or a minister;

(c) positions, plans, procedures, criteria or instructions developed for the purpose of contractual or other negotiations by or on behalf of the Government of Manitoba or the public body, or considerations that relate to those negotiations;

(d) plans relating to the management of personnel or the administration of the public body that have not yet been implemented;

(f) information, including the proposed plans, policies or projects of a public body, the disclosure of which could reasonably be expected to result in disclosure of a pending policy or budgetary decision.

27(1) The head of a public body may refuse to disclose to an applicant

(a) information that is subject to solicitor-client privilege

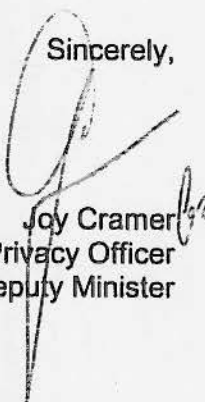


Subsection 59(1) of *The Freedom of Information and Protection of Privacy Act* provides that you may make a complaint to the Manitoba Ombudsman about this decision. You have 60 days from the receipt of this letter to make a complaint on the prescribed form to:

Manitoba Ombudsman  
750 – 500 Portage Avenue  
Winnipeg MB R3C 3X1  
204-982-9130  
1-800-665-0531

If you have any questions, please contact Robyn Erlenmayer, FIPPA Coordinator, at 204-945-2816.

Sincerely,



Joy Cramer  
Access and Privacy Officer  
Deputy Minister

c: Robyn Erlenmayer, Access and Privacy Coordinator

Enclosure

## **Family Services – Department Briefing Material**

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## Proposed briefing schedule:

- It is proposed that:
  - Briefings with senior departmental staff commence as soon as possible after the Minister is sworn in as a member of the new administration's Executive Council.
  - The proposed briefing with the Deputy Minister be two hours.
  - The proposed briefings with individual Assistant Deputy Ministers be one hour.
  - The Minister may also wish to meet individually with the Executive Directors of the two arms-length offices for which the Minister of Family Services has responsibility. They include the Disabilities Issues Office and Manitoba Status of Women.

Senior Departmental Staff	Division/Area:
Joy Cramer, Deputy Minister	Family Services
Jennifer Rattray Moore, Assistant Deputy Minister	Community Engagement and Corporate Services Division
Michelle Dubik, Assistant Deputy Minister	Community Service Delivery Division
Diane Kelly, Assistant Deputy Minister	Child and Family Services Division
Angie Bruce, Assistant Deputy Minister	Administration and Finance Division
Yutta Fricke, Executive Director	Disabilities Issues Office
Crystal Gartside, Acting Executive Director	Manitoba Status of Women

## **Organization**

### **1. Department responsibilities**

**Vision:** The Department of Family Services (FS) is committed to improving the quality of life for Manitobans by furthering their social, economic, and labour market inclusion. The Department envisions a fully accessible province where diversity is respected, people with a range of abilities feel fully valued, and persons who are vulnerable or at-risk live with dignity and security.

**Mission:** FS supports Manitobans to achieve their full potential. The Department works to help keep children, families, and communities safe and secure, while supporting personal development and well-being. FS promotes and enforces appropriate standards for quality services and encourages a more inclusive and accessible society by removing barriers to participation. Departmental legislation, programs, and services promote equity and assist and protect Manitobans through a wide range of social services.

#### **Administration and Finance (A&F) Division**

The Administration and Finance Division provides a broad range of financial services, information systems management, project management, strategic planning, and management control and accountability in the efficient and effective use of the Department's resources. The Division provides support to the Department and to external funded agencies, and also leads ALL Aboard: Manitoba's Poverty Reduction and Social Inclusion Strategy, as well as the provincial Non-Profit Organization Strategy.

#### **Child and Family Services (CFS) Division**

The Child and Family Services Division provides leadership and strategic direction to CFS Authorities, child welfare agencies, community-based agencies, regional offices and others, to keep children safe and protected and to assist at-risk families. The Division focuses on program coordination and direction, policy and program development, budgeting, funding, setting standards, licensing, monitoring, training, quality assurance, evaluation, and supporting and delivering specialized services.

#### **Community Engagement and Corporate Services (CECS) Division**

The CECS Division is responsible for a number of programs and services which includes the Manitoba Early Learning and Child Care Program, which oversees and funds safe, accessible, high-quality licensed early learning and child care and the Children's DisAbility Services program, which supports the ability of families to care for children who have developmental and/or physical disabilities. The Division is also responsible for the Family Violence Prevention Program, which provides funding and support to agencies that assist persons affected by family violence and family disruption and the Office of the Vulnerable Persons' Commissioner, which protects the decision making rights of vulnerable persons through *The Vulnerable Persons Living with a Mental Disability Act*. The CECS Division also includes: the Intergovernmental

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Relations and Information Services Branch; Legislation and Strategic Policy Branch; Corporate Services and Administration Branch; the Social Services Appeal Board (SSAB) and the Fair Practices Office which provides fair, confidential and impartial assistance to Manitobans applying or receiving services under programs delivered by the Department.

### **Community Service Delivery (CSD) Division**

The Community Service Delivery Division delivers most of the Department's social services, including some child welfare services. Through community based offices in rural and northern regions of the province and some centralized offices in Winnipeg and, in partnership with the Winnipeg Regional Health Authority at ACCESS centres and health and social services centres in Winnipeg, the public can receive services including: Children's disABILITY Services, Community Living disABILITY Services, Residential Care Licensing, Family Conciliation Services, Employment and Income Assistance (EIA), marketAbilities and Child and Family Services. While statutory responsibility for Employment and Income Assistance (EIA) rests with Manitoba Jobs and the Economy, FS administers EIA benefits at the community level. Through Provincial Services, the Division delivers income and housing benefits, child care subsidies and health services benefits. The Division is also responsible for Adult Disability Services policy and program development and for the operation of the Manitoba Developmental Centre, a long-term resident-centred care facility for adults with intellectual disabilities.

### **The Disabilities Issues Office (DIO)**

The Disabilities Issues Office supports the Minister responsible for Persons with Disabilities in ensuring disability inclusion across government. The DIO supports the implementation of *The Accessibility for Manitobans Act*, serving as the Secretariat to the Accessibility Advisory Council, developing resources for training and public awareness, and ensuring compliance with accessibility legislation.

### **Manitoba Status of Women (MSW)**

The Manitoba Status of Women Branch works to identify the needs and concerns of Manitoba women, ensuring that they are addressed in government programs, policies and legislation. The MSW branch also leads and collaborates on the development of initiatives that advance women's equality and contribute to ending exploitation and violence against women and girls, in partnership with government and community stakeholders.

## 2. Organizational structure

### Part A: Organization structure

The Administration and Finance (A&F) Division consists of five branches:

- Minister's Salary
- Executive Support
- Agency Accountability and Community Initiatives
- Financial and Administrative Services
- Project Management and Information Technology

The Minister's Salary and Executive Support report independently to the Minister of Family Services. Assistant Deputy Minister (ADM) Angie Bruce is responsible for the other three branches: Agency Accountability and Community Initiatives; Financial and Administrative Services; and the Project Management and Information Technology Branch. Based on the 2015/16 Estimates, the A&F Division has a total of 64 FTEs and an overall budget of \$6.6 million. As a central area tasked with maintaining an active comptrollership function and responsibility for the effective and efficient operation of departmental financial, accounting and budgetary systems, the Assistant Deputy Minister exercises functional leadership to line managers on matters concerning financial management. To further strengthen this aspect and provide for improved oversight and control, the two divisional Comptrollers also report to the A&F ADM.

The Child and Family Services (CFS) Division, under the direction of Assistant Deputy Minister, Diane Kelly, has a staff complement of 130.5 FTEs and an overall budget of \$462.4 million for 2015/16. This amount includes the General Child and Family Services Authority staff (20.5) The Director of Child and Family Services has legislatively defined powers and responsibilities as set out in various acts and regulations, including *The Child and Family Services Act*, *The Child and Family Services Authorities Act*, *The Adoptions Act* and the regulations under each of these acts. Along with the Chief Executive Officer of each Child and Family Services Authority, the Director of Child and Family Services participates as a legislated member of Standing Committee, which serves as an advisory body to the four child and family services authorities and the government, and is responsible for facilitating cooperation and coordination in the provision of services under *The Child and Family Services Authorities Act*.

The Community Engagement and Corporate Services (CECS) Division has a staff complement of 146.4 FTEs and a budget of \$217.5 million (2015/16 Departmental expenditure estimates) The large and diverse Division includes Manitoba Early Learning and Child Care, Children's disAbility Services, the Family Violence Prevention Program, Intergovernmental Relations and Information Services, Legislation and Strategic Policy, Corporate Services and Administration, and three arms-length offices including the Social Services Appeal Board, the Fair Practices Office, and the Office of the Vulnerable Persons' Commissioner.

**The Community Service Delivery (CSD) Division** has a total of 1,452.05 FTEs and an overall budget of \$451.6 million (2015/16 Departmental expenditures) CSD operates through seven branches, which report to the ADM:

- Adult Disability Services
- Winnipeg Services
- Rural and Northern Services
- Provincial Services
- Winnipeg Child and Family Services
- Manitoba Developmental Centre
- Strategic Planning and Program Support

**The Disabilities Issues Office** is an arms-length entity; however, operationally it falls under the CECS Division. The DIO has 5.0 FTEs and one political appointment. The Office had a budget of \$634,000 for 2015/16.

**The Manitoba Status of Women (MSW)** is another arms-length entity. However, operationally it falls under the CECS Division. The MSW Branch is composed of 9 FTEs. The Branch's budget for 2015/16 was \$998,000. The Executive Director reports to the Deputy Minister of Family Services. The Manitoba Women's Advisory Council works within MSW to advance issues of concern to Manitoba women, and administrative and research support for the Council is provided by MSW staff. The Executive Director works with the Chairperson of the Manitoba Women's Advisory Council on issues identified by the Council; the Council Chairperson reports directly to the Minister responsible for the Status of Women. The Executive Director position at MSW is currently being filled on an acting basis by Crystal Gartside. Beth Ulrich is the permanent Executive Director; she has been on long-term disability since July 2015.

## **Part B: Biographies**

**Angie Bruce** is the **Assistant Deputy Minister of the Administration and Finance Division**. Ms. Bruce holds a Masters of Business Administration from the Asper School of Business and has over 15 years of experience managing and coordinating large and diverse projects, including conducting project financial and program audits and managing projects both on- and off-reserve.

**Diane Kelly, B.A., LL.B.**, is the **Assistant Deputy Minister of the Child and Family Services Division**. Ms. Kelly is an ambitious leader who builds and maintains strategic alliances. She has demonstrated these skills in a variety of venues specifically in her law practice focusing on Indigenous Child Welfare. Diane was the Ogichidaakwe (Grand Chief) of Grand Council Treaty #3 (Ontario) from 2008 until 2012. Diane holds a Bachelor of Arts degree in political science and a law degree. She was admitted to the Manitoba and Ontario law societies in 1995 and 1998, respectively, and became the first Anishinaabe woman lawyer in the Treaty #3 Nation.



**Jennifer Rattray is the Assistant Deputy Minister of Community Engagement and Corporate Services (CECS) Division.** Prior to joining the Province of Manitoba in July of 2014, Ms. Rattray spent a decade at The University of Winnipeg as the first Associate Vice-President, Indigenous, Government and Community Affairs. In that portfolio she broke down barriers to post-secondary education for Indigenous, newcomer, low-income and other under-represented students including former youth-in-care; led strategic engagement to develop partnerships with governments and the broader community, and fundraised among other responsibilities. Ms. Rattray earned a Master of Public Administration with distinction, with a specialization in business and government relations from the Asper School of Business. She is a member of Peepeekisis First Nation with roots in northern Manitoba. Ms. Rattray currently volunteers on a number of community organization boards. In 2012, she was awarded the Queen Elizabeth II Diamond Jubilee Medal for her work in education and the community.

**Michelle Dubik is the Assistant Deputy Minister of the Community Service Delivery Division.** Prior to taking on this role in spring 2015, Ms. Dubik was the Executive Director of the Winnipeg Services Branch for five years. In this portfolio, she oversaw the delivery of a wide range of social service programs in the Winnipeg area. She was also responsible for Residential Care Licensing and the provision of Emergency Social Services, and assistance to the City of Winnipeg during emergency disaster events. Michelle has a B.A. (honours) Degree in Psychology, and a Bachelor of Social Work (BSW).

**Yutta Fricke is the Executive Director of the Disabilities Issues Office (DIO).** Ms. Fricke joined the DIO in 2003 as its first senior policy analyst. She became Acting Executive Director in 2009, and guided the transition from the DIO's internal focus on inclusive government to the introduction of accessibility legislation. Yutta worked as a consultant to national and international organizations from 1999-2003, and was the Development Program Director of Disabled Peoples International in 1988-99. She earned a B.A. at the University of Winnipeg, a French Language Certificate at Laval University, a Graduate Diploma at the Institute for International Development and Cooperation, and a Masters in Education and Social Change at the University of Ottawa.

**Crystal Gartside is the Acting Executive Director of Manitoba Status of Women (MSW).** Ms. Gartside has eight years of progressively senior experience with the Manitoba government in areas of strategic policy research and analysis, legislation, project management, communications & leadership. Since joining MSW in 2008, Ms Gartside has led the development and implementation of several high profile initiatives, and has developed an expertise in the area of gender-based policy analysis. She has also worked on key government priorities in Manitoba Justice and Family Services, including missing person legislation, policing standards and poverty reduction.

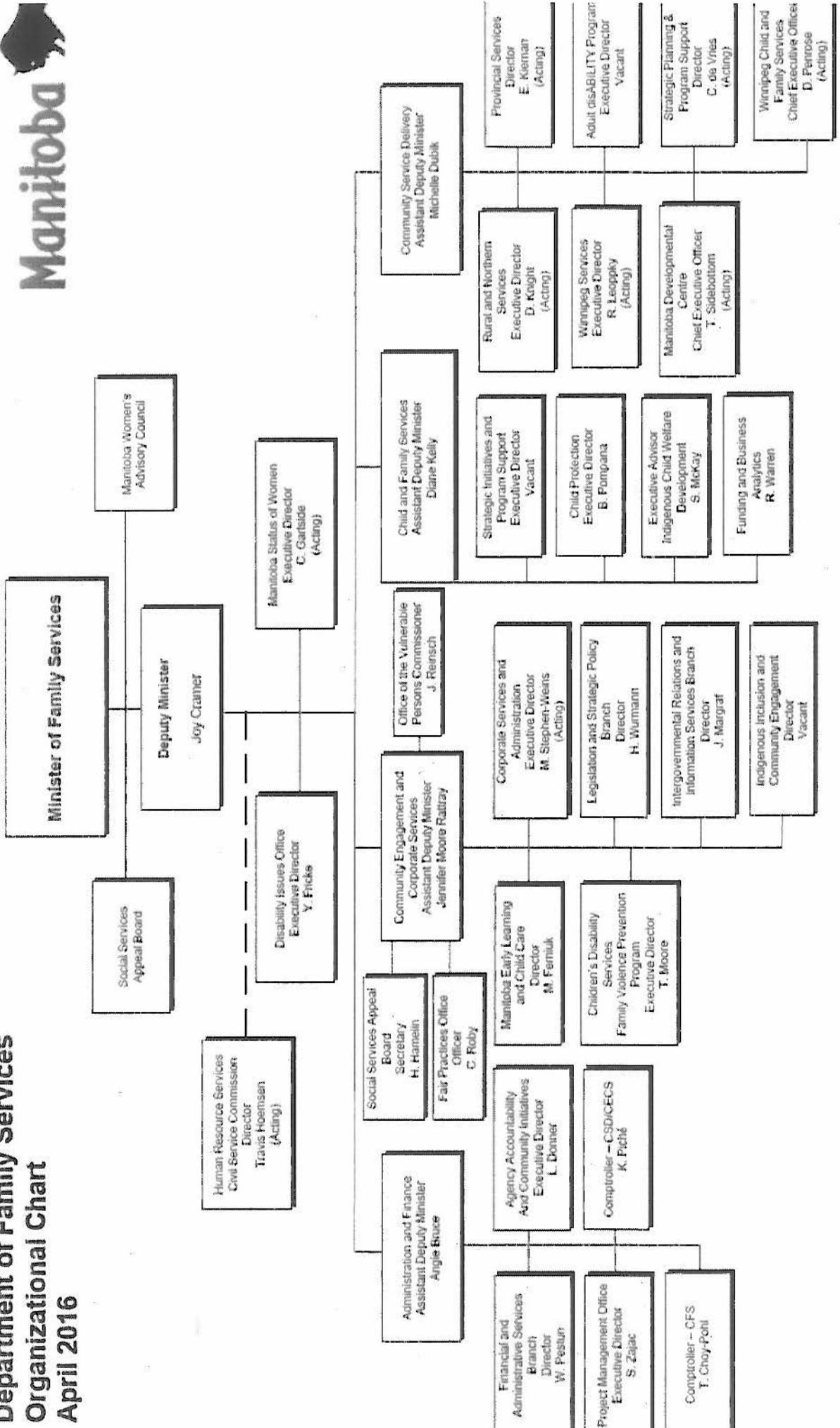


### 3. Organizational Chart

## Department of Family Services

### Organizational Chart

April 2016



## ***Strategic Overview***

### **1. Strategic priorities**

#### **Priority 1: Promote equity, equality, and social inclusion among Manitobans.**

##### **Objectives:**

1. Provide persons with disabilities with financial and social supports to live in their community.
2. Promote accessibility and full inclusion in society among Manitobans with disabilities.
3. Reduce the incidence and depth of poverty.
4. Promote gender equity and equality and improve the economic, social, legal and health status of women and girls.

##### **Related high profile strategies or initiatives:**

- Shift in focus from protection to prevention for child welfare and family violence prevention.
- Introduction of Customary Care legislation.
- Support for Manitoba's Multi-Year Domestic Violence Prevention Strategy, including the Break the Silence awareness campaign to stop violence against women, in partnership with the Winnipeg Blue Bombers.
- Family Choices: Manitoba's Plan to Expand Early Learning and Child Care.
- ALL Aboard: Manitoba Poverty Reduction and Social Inclusion Strategy.
- *building on abilities*: redevelopment of the Community Living disAbility Services programming.
- Commitment to using Employment Equity hiring practices to create a representative workforce within the department.

#### **Priority 2: Support and protect the well-being of children and families.**

##### **Objectives:**

1. Improve safety outcomes for children involved with the Child and Family Services system.
2. Promote child and family well-being by providing quality services with appropriately trained and mentored staff.
3. Protect vulnerable Manitobans from violence and exploitation.
4. Provide financial and social support to children with disabilities.
5. Promote the expansion of a high quality, affordable, and accessible licensed early learning and child care system.

##### **Related high profile strategies or initiatives:**

- Implementation of recommendations from the Phoenix Sinclair Inquiry - Hughes Report, the AMR "Options for Action" Report, the Manitoba Ombudsman, the Children's Advocate, and the Auditor General.
- Continuous Quality Improvement in Child and Family Services.
- Strengthen early intervention and prevention supports for children and families.
- Ensure a quality Emergency Placement Resource Program.

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- *Thrive!* – five year plan for families of children with autism; Children's Therapy Initiative.
- Family Choices: Manitoba's Plan to Expand Early Learning and Child Care.
- StreetReach Program to search for and locate sexually exploited youth.
- The UN Safe Cities and Safe Public Spaces Initiative – Winnipeg Program works in partnership with UN Women, government and community to develop evidence-based and innovative approaches to addressing sexual violence in public spaces.

**Priority 3: Strengthen internal and external accountability.**

**Objectives:**

1. Build internal capacity and required tools to deliver high quality services.
2. Ensure continuous quality improvements in internal controls and processes.
3. Improve fiscal responsibility by collaborating with partner departments to coordinate and align services and supports, avoid duplication of services, and maximize staff capacity and resources.
4. Provide external service delivery agencies with the supports and tools needed to build capacity and deliver high quality services.

Related high profile strategies or initiatives:

- Active Offer on accessibility and French Languages Services assistance in provincial public reception areas.
- Winnipeg Services CDS service modernization project.
- Phase 1 of the Strategic Framework for Accountability and Equitable Resourcing; drafting a departmental Aboriginal Procurement Policy; developing a new CLDS Funding Model; and 23(1)(f)
- Revise Child Maintenance Reimbursement processes to mandated agencies.

**Priority 4: Enhance community engagement through partnerships with external stakeholders to improve communication and outcomes.**

**Objectives:**

1. Strengthen relations with community partners, leadership, and service providers, including Indigenous and newcomer communities, to achieve service excellence.
2. Enhance Departmental community engagement to strengthen provincial programming and services, and recognize community capacity, achievements, and strengths.
3. Support a strong non-profit sector, with concrete measures to reduce administrative burdens, increase capacity and improve efficiencies through collaboration.

Related high profile strategies or initiatives:

- Training, including: Indigenous cultural competency, human rights and anti-racism strategies.
- Contribution agreements with CFS Authorities.
- Community Engagement Framework update.
- Phase Two of the Provincial Non-Profit Organization Strategy.

## 2. Financial overview

### 2015/16 Expenditures by Sub-Appropriation for major program area:

#### Executive Overview 2015/16 Expenditure Forecast at February 29, 2016 - \$000s

Family Services	2015/16 Estimate	Projected Allocation <sup>1</sup>	2015/16 Authority	2015/16 Forecast	Variance
<b>Administration and Finance</b>					
Minister's Salary	37	-	37	32	(5)
Executive Support	783	153	936	969	33
Agency Accountability and Support Unit	1,905	-	1,905	1,700	(205)
Financial and Administrative Services	1,476	-	1,476	1,728	252
Innovation, Information and Technology	2,404	-	2,404	2,329	(75)
<b>Subtotal</b>	<b>6,605</b>	<b>153</b>	<b>6,758</b>	<b>6,758</b>	<b>-</b>
<b>Community Service Delivery</b>					
Service Delivery Support	5,801	72	5,873	6,075	202
Rural and Northern Support	29,575	322	29,897	29,950	53
Winnipeg Services	35,337	493	35,830	37,072	1,242
Provincial Services	3,637	-	3,637	3,637	-
Manitoba Developmental Centre	31,432	652	32,084	29,586	(2,498)
Community Living disABILITY Services - Salaries & Operating	869	-	869	733	(136)
Community Living disABILITY Services - External Agencies	344,965	-	344,965	364,230	19,265
<b>Subtotal</b>	<b>451,616</b>	<b>1,539</b>	<b>453,155</b>	<b>471,283</b>	<b>18,128</b>
<b>Community Engagement and Corporate Services</b>					
Corporate Services and Administration	2,946	-	2,946	2,402	(544)
Children's disABILITY Services - Salaries & Operating	463	-	463	344	(119)
Children's disABILITY Services - External Agencies	29,606	-	29,606	30,006	400
Office of the Vulnerable Persons' Commissioner	614	-	614	447	(167)
Early Learning and Child Care - Salaries & Operating	6,223	-	6,223	5,753	(470)
Early Learning and Child Care - Financial Assistance and Grants	156,638	-	156,638	157,000	362
Family Violence Prevention - Salaries & Operating	672	-	672	625	(47)
Family Violence Prevention - External Agencies	12,932	-	12,932	12,852	(80)
Disabilities Issues Office	634	-	634	594	(40)
Community Grants	4,776	139	4,915	5,029	114
Social Services Appeal Board	484	-	484	497	13
Manitoba Status of Women - Salaries & Operating	868	-	868	845	(23)
Manitoba Status of Women - Grants	130	-	130	130	-
Legislation and Strategic Policy	526	-	526	611	85
<b>Subtotal</b>	<b>217,512</b>	<b>139</b>	<b>217,651</b>	<b>217,135</b>	<b>(516)</b>
<b>Child and Family Services</b>					
Strategic Initiatives and Program Support	3,345	146	3,491	3,491	-
Child Protection - Salaries & Operating	6,257	58	6,315	7,092	777
Child Protection - Authorities and Maintenance of Children	452,782	-	452,782	481,945	29,163
Winnipeg Child and Family Services	21,754	622	22,376	21,780	(596)
<b>Subtotal</b>	<b>484,138</b>	<b>826</b>	<b>484,964</b>	<b>514,308</b>	<b>29,344</b>
<b>Costs Related to Capital Assets</b>	<b>2,521</b>	<b>-</b>	<b>2,521</b>	<b>2,492</b>	<b>(29)</b>
<b>DEPARTMENT TOTAL</b>	<b>1,162,392</b>	<b>2,657</b>	<b>1,165,049</b>	<b>1,211,976</b>	<b>46,927</b>

<sup>1</sup> Projected allocation from Appropriation 26-4, Internal Service Adjustments, provides for unbudgeted severance - \$2,100, workforce adjustments - \$265, an unbudgeted position dedicated to the Economic Advisory Council - \$153, and the United Way Pension Solvency deficiency - \$139 [T.B. 13B/2014-9a)].



2016/17 Estimates of Expenditure by Appropriation:

23(1)(a), 23(1)(f)

23(1)(a), 23(1)(f)

23(1)(a), 23(1)(f)

### 3. Broad policy or financial pressures

**Social pressures:** Social pressures translate into an increased need for FS to expand and improve service delivery to an increasing number of Manitobans throughout the province. Of particular note are the multiple, compounding, and complex social issues and needs of vulnerable and at-risk Manitobans.<sup>1</sup> Senior management has identified the need to apply an equity lens to the development, oversight, and delivery of FS programs and services. FS also faces challenges related to:

- Responding to the far-reaching impacts of poverty, a key driver of the issues faced by those who receive FS services and supports;
- A disproportionately high rate of Indigenous children in the care of CFS and in the number of youth who require supports beyond termination of guardianship, after turning 18;
- Dramatic increases in the prevalence of children diagnosed with autism;
- High rates of police-reported sexual assaults and domestic violence compared to other provinces;
- Increasing divorce rate, the diversification of families and the courts' emphasis on alternative dispute resolutions in contested child custody, access and guardianship disputes; and
- Increasing public expectations for investment in universal, high quality, accessible child care spaces.

**Historical trauma:** FS must respond to an array of social issues disproportionately experienced by Manitoba's growing Indigenous population and created by colonization and historical traumas. The legacy of residential schools, 60s Scoop and factors such as racism contribute to negative social conditions. It is expected that over the long-term, prevention programming will help to reduce conditions that lead to the disproportionate numbers of Indigenous children in care.

**Crisis management:** FS work is highly visible to the public and incurs intense scrutiny, review and media coverage, which heightens public expectations for immediate response across complex, multi-level systems. While public expectations and external reviews and recommendations (ex: the Phoenix Sinclair Inquiry report) point to additional investments in long-term prevention programs and services, FS's capacity to research, develop, and implement these measures is limited by financial and human resource constraints and the constant need to respond to immediate crises.

**Resources:** FS must manage its finite resources while facing increasing demands for services and increased complexity of cases. Despite these challenges, internal and external accountability requirements oblige FS to be as responsive, consistent,

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<sup>1</sup> Many Manitoban children and families face multiple and compounding complex issues, including: poverty, mental health problems or illnesses, trauma (including the experiences of newcomers, some of whom are war-affected refugees), fetal alcohol spectrum disorder (FASD), addictions, poor housing, the legacy of residential schools, colonialism, and other historical traumas experienced by Indigenous Manitobans; and the impact of social stigma and discrimination on the basis of age, gender, race/ethnicity, culture, religion, sexual orientation, ability, or other demographic identity.



effective, and efficient as possible while meeting statutory and non-statutory program requirements.

**A. Staffing Resources:**

FS staffing concerns include:

- planning for the replacement of retiring workers and the transfer of knowledge;
- maintaining an appropriately skilled workforce and adequate staffing levels to provide services mandated by legislation;
- managing vacancies and high turnover rates;
- limited ability to offer competitive salaries to senior executives;
- competition across private, public, and non-profit sectors for qualified staff;
- the prevalence of acting and term positions; and
- difficulty recruiting staff, especially outside of Winnipeg, due to a small pool of potential recruits with comprehensive and required skills.

**B. Financial Resources:**

All program areas continue to see rising costs due in part to the following factors:

- increased caseloads due to increased number of Manitobans with identified disabilities and increased number of children in care;
- longer duration of support required, due to:
  - o de-institutionalization;
  - o longer life spans of persons with disabilities, increasingly complex needs with aging, requiring high cost, specialized care and support;
  - o children in CFS care or children involved in Children's disABILITY Services (CDS) who meet eligibility criteria for Community Living disABILITY Services (CLDS) and require supports at age 18;
  - o earlier and more effective diagnoses for children with disabilities; and
  - o supports beyond termination of guardianship for children in care who would otherwise age out of the child welfare system at age 18.
- pressure to increase wages for Direct Service Workers who support persons with disabilities and other FS sectors;
- public expectation that FS address barriers to inclusion for persons with disabilities;
- increased public expectations that child care is available for all families;
- legislated requirement to respond to child abuse; maintaining wait lists or declining services for children at risk of maltreatment is not an option;
- costly specialized placement resources required for children and youth in care with complex needs;
- funding for price and volume increases in 2016/17 will be a key challenge for FS;
- the Department is also affected by balanced budget legislation, reduced federal transfer payments, vacancy management, and the provincial deficit.

**Accountability controls and processes:** FS needs to modernize accounting and internal control processes, improve financial reporting and data systems, improve policy and planning capacity, enhance quality assurance, and improve accountability.

#### 4. List of community contacts

##### Administration and Finance (A&F) Division

###### *Communication, Information Technology, Operating:*

- MTS Inc
- IBM
- HP Enterprise Services (Hewlett Packard)
- Above Security
- Purolator
- Mid-Canada Courier
- National Bank
- Manitoba Hydro
- Rogers
- TTC – The Technology Consortium Above Security
- American Express

###### *Other: (primarily categories – too many individuals to list)*

- Child and Family Services Authorities:
- Mandated Agencies (too numerous to list)
- Supported Living Agencies and Community Residences (too numerous to list)
- Child Care Treatment Centres (too numerous to list)
- Residential Care Facilities (too numerous to list)
- Early Learning and Child Care Agencies and Homes (too numerous to list)
- Community Agencies and Service Providers (too numerous to list)
- Organizations funded through the Province's Non-Profit Organization Strategy
- Organizations interested in the Province's Poverty Reduction Initiatives
- Volunteer Manitoba
- United Ways of Manitoba
- AMR Planning and Consulting
- All organizations funded by the department
- All vendors paid by the department

##### Child and Family Services (CFS) Division

- Addictions Foundation of Manitoba
- Andrews Street Family Centre
- Assembly of Manitoba Chiefs (First Nations Family Advocate)
- Assiniboine Community College
- Aurora Centre
- Behavioural Health Foundation
- Blue Thunderbird Family Care Inc.
- Booth University College
- Boys and Girls Clubs of Winnipeg Inc. (VOICES – Manitoba Youth In Care Network)
- B&L Resources for Children, Youth and Families
- Brandon University
- Canadian Centre for Child Protection (formerly Child Find Manitoba)
- Child Protection Centre – Health Sciences Centre
- Churchill Regional Health Authority

- Compassionate Friends Inc.
- Countess Place
- DASCH Children's Services
- Dauphin Friendship Centre
- Family Dynamics Inc.
- FASD Life's Journey Inc.
- First Nations of Northern Manitoba Child and Family Services Authority and its agencies
- General Child and Family Services Authority and its agencies
- Jessie Home Inc.
- Ka Ni Kanichihk Inc.
- Knowles Centre Inc.
- Lynn Lake Friendship Centre
- Macdonald Youth Services
- Ma Mawi Wi Chi Itata
- Manitoba Association of Residential Treatment Resources Inc. (MARTR)
- Manitoba Centre for Health Policy
- Manitoba College of Social Workers
- Manitoba Foster Family Network
- Manitoba Institute of Trade and Technology
- Manitoba Keewatinowi Okimakanak Inc.
- Marymound Inc.
- Metis Child and Family Services Authority and its agencies
- Native Women's Transition CentreN'dinawemaaganag Endaawaad Inc.
- New Directions for Children, Youth, Adults and Families Inc.
- Office of the Children's Advocate
- Prairie Child Welfare Consortium
- Pregnancy and Family Support Services
- Project Neecheewam Inc.
- REACH Youth Services Inc.
- Red River College
- Rehabilitation Centre for Children
- Resource Assistance for Youth (RaY)
- Sioux Valley Dakota Nation
- St. Amant
- Southern Chiefs Organization
- Southern First Nations Network of Care (Southern Authority) and its agencies
- Snowflake Place
- Université de Saint-Boniface
- University of Manitoba
- University of Winnipeg
- Villa Rosa Inc.
- Whiskyjack Treatment Centre
- Winnipeg Regional Health Authority – Churchill Receiving Home

### **Community Engagement and Corporate Services (CECS) Division**

\*\*\* CECS maintains a contact list of external funded agencies

- *Manitoba Early Learning and Child Care (MELCC)*
  - Manitoba Child Care Association
  - Child Care Coalition of Manitoba
- *Autism Advocacy Organizations:*
  - Asperger Manitoba Inc.
  - Autism Society Manitoba
  - Manitoba Families for Effective Autism Treatment
  - Association for Developmental Autism Programs and Therapies (ADAPT)
  - Parents of Autistic Children Everywhere (PACE)

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- *Children's disabilities Services:*
  - St. Amant
  - Society for Manitobans with Disabilities
  - Rehabilitation Centre for Children
  - Open Access Resource Centre
  - Canadian National Institute for the Blind
  - Central Speech and Hearing Clinic
  - Community Respite Services
  - Prairie Children's Centre
  - Manitoba Adolescent Treatment Centre
  - Children's Coalition
  - Parent Child Coalitions
  - Community Living Manitoba
- *Family Violence Prevention Program (FVPP) Advocacy Groups*
  - Family Violence Consortium of Manitoba
  - Manitoba Association of Women's Shelters
- Provincial Council of Women
- Réseau action femme
- *Office of the Vulnerable Persons' Commissioner*
  - Public Guardian & Trustee
- *Social Services Appeal Board*
  - Legal Aid
  - Community Unemployed Help Centre
  - Low Income Intermediary Project
- *Fair Practices Office*
  - Community Unemployed Help Centre
  - EIA Community Advocates Network
  - Kā Ni Kānichihk
  - Ma Mawi Wi Chi Itata Centre
  - Society for Manitobans with Disabilities (SMD) Services
  - West Central Women's Resource Centre
  - Siloam Mission
  - Salvation Army Booth Centre
  - Public Interest Law Centre

#### **Community Service Delivery (CSD) Division**

- Community Living disABILITY Services funded agencies
- Winnipeg ACCESS Centres and Community Healthy and Social Services Centres
- Regional Health Authorities
- School Divisions
- Board-governed Child and Family Services
- Unions
- Municipalities and local governments
- First Nations and Inuit Health Branch

**Manitoba Status of Women**

- Business and Professional Women's Club
- Women's Enterprise Centre of Manitoba
- University Women's Club of Winnipeg,
- Soroptimist International of Winnipeg
- Klinik Community Health Centre,
- Women's Health Clinic,
- Survivor's Hope Crisis Centre
- Manitoba Farm Women's Conference,
- Manitoba Women's Institute
- Congress of Black Women of Manitoba
- Canadian Muslim Women's Institute
- Immigrant Women's Association of Manitoba
- Ka Ni Kanichihk
- Manitoba Moon Voices
- Provincial Council of Women of Manitoba
- Council of Women of Winnipeg,
- DisAbled Women's Network (DAWN)
- Institute for International Women's Rights – Manitoba,
- Manitoba W.I.S.E. (formerly LEAF Manitoba)
- Mentoring Artists for Women's Art,
- Réseau Action Femmes
- Women's Resource Centres



## 5. Statutory responsibilities of the Minister/Legal framework

### A. Statutory responsibilities of the Minister of Family Services

#### CONTINUING CONSOLIDATION CHAPTER

The Adoption Act	A2
The Intercountry Adoption (Hague Convention) Act	A3
The Adult Abuse Registry Act	A4
The Child and Family Services Act	C80
The Child and Family Services Authorities Act	C90
The Community Child Care Standards Act	C158
The Parents' Maintenance Act (Section 10)	P10
The Poverty Reduction Strategy Act	P94.7
The Social Services Administration Act	S165
[Under this act, responsibility for The Residential Care Facilities Licensing Regulation, M.R. 484/88 and the whole Act except as it relates to employment and income supports]	
The Social Services Appeal Board Act	S167
The Social Work Profession Act	S169
The Vulnerable Persons Living with a Mental Disability Act	V90
<u>The Minister of Family Services is also responsible for:</u>	
The Accessibility for Manitobans Act	A1.7
The Manitoba Women's Advisory Council Act	W170

### B. Legal framework

N/A

**6. Scheduled event – 30 days**

Date: May 4, 2016

Time: 4:30 p.m. (Nominee Reception); 6:00 p.m. (Awards Gala Dinner)

Event title: YMCA-YWCA Women of Distinction Awards Gala

Location: RBC Convention Centre, 375 York Avenue (York Ballroom)

Brief description of the event: The Women of Distinction Awards Gala celebrates and recognizes the talent and achievement of Manitoban women who have made a unique and exemplary contribution to the development of others and to their community. Manitoba Status of Women (MSW) sponsors the Eira "Babs" Friesen Lifetime Achievement Award, which is given out at the Gala to a woman who has demonstrated courage, persistence and made a unique contribution to women's equality.

Expectation of attending Minister: As MSW is an Award Category Sponsor, the Minister responsible for Status of Women is invited to attend and also present the Babs Friesen Lifetime Achievement Award to the recipient at the Awards Gala Dinner. The Minister could make some brief remarks during the presentation of the Award. The Minister can also select other attendees to receive the four complementary tickets to the Nominee Reception and the Award Dinner Gala which accompany our sponsorship (additional can be purchased at a reduced cost of \$70).

Contact: Crystal Gartside, A/Executive Director, Manitoba Status of Women, 204-945-5812

## 7. Acronyms

\* While this is not an exhaustive list, it represents the most commonly used acronyms among FS staff.

A&F	Administration and Finance Division
AAC	Accessibility Advisory Council
AACI	Agency Accountability and Community Initiatives
AAR	Adult Abuse Registry
AASU	Agency Accountability and Support Unit
ABA	Applied Behavioural Analysis
ADP	Authority Determination Protocol
ADS	Adult Disability Services
AJI-CWI	Aboriginal Justice Inquiry - Child Welfare Initiative
AMA	The Accessibility for Manitobans Act
ASD	Autism Spectrum Disorder
ASD	Authority Seeking Document
BOA	building on abilities
CAR	Child Abuse Registry
CBO	Community Based Organizations
CCO	Child Care Online
CDS	Children's DisABILITY Services
CECS	Community Engagement and Corporate Services Division
CFS	Child and Family Services Division
CFSIS	Child and Family Services Information System
CLDS	Community Living disABILITY Services
CMBS	Child Maintenance Billing System
CRAU	Criminal Risk Assessment Unit
CSC	Civil Service Commission
CSD	Community Service Delivery Division
CTI	Children's Therapy Initiative
DHSU	Disability and Health Supports Unit
DIO	Disabilities Issues Office
DSW	Direct Service Worker
ECE	Early Childhood Educator
EIA	Employment and Income Assistance
ELCC	Early Learning and Child Care
EMC	Executive Management Committee
EPR	Emergency Placement Resources
ESS	Emergency Social Services
FASD	Fetal Alcohol Spectrum Disorder
FCBF	Family Choices Building Fund
FIPPA	The Freedom of Information and Protection of Privacy Act

FPO	Fair Practices Office
FVPP	Family Violence Prevention Program
GA	General Authority
ICI	Integrated Community Initiatives Unit
INAC	Indigenous and Northern Affairs Canada
inFACT	integrated Financial Client and Case Tracking
LC	Leadership Council
MA	Metis Child and Family Services Authority
MDC	Manitoba Developmental Centre
MELCC	Manitoba Early Learning and Child Care
MSW	Manitoba Status of Women
NA	First Nations of Northern Manitoba Child and Family Services Authority
NPO	Non-Profit Organization Strategy
OCA	Office of the Children's Advocate
PAR	Post-Adoption Registry
PHB	Portable Housing Benefit
PHIA	The Personal Health Information Act
PMIT/PMO	Project Management and Information Technology Office
POS	Place of Safety
PPD	Provincial Placement Desk
PSNP	Provincial Special Needs Program
PW	Permanent Ward
RCCF	Residential Child Care Facility
RNS	Rural and Northern Services
SAMIN	Social Allowance Management Information Network
SAP	Systems, Applications & Products in Data Processing
SDM	Substitute Decision Maker
SFNNC	Southern First Nations Network of Care
SIR	Special Investigation Review
SIS	Supports Intensity Scale assessment tool
SPA	Service Purchase Agreement
SSAB	Social Services Appeal Board
TBS	Treasury Board Secretariat
VFS	Voluntary Family Services
VPA	Voluntary Placement Agreement
VPCO	Office of the Vulnerable Persons' Commissioner
VSA	Voluntary Service Agreement
WCFS	Winnipeg Child and Family Services
WEF	Wage Enhancement Fund

## FAMILY SERVICES URGENT ISSUES

### Index of Urgent Issues:

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Employment and Income Assistance (EIA) caseload pressures	N/A; ongoing	51
Employment and Income Assistance (EIA) - Pathway to Sustainable Employment Initiative	N/A; ongoing	52
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Human resourcing challenges (Community Service Delivery Division).	N/A; ongoing	54

Issue	Timeline for action	Page #
Service and financial pressures created by St. Amant re-configuration.	End of May 2016	55
<b>Disabilities Issues Office:</b>		
Implementation challenges - <i>The Accessibility for Manitobans Act</i>	April 2016 (public annual plan)	56
<b>Manitoba Status of Women:</b>		
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Manitoba Women's Advisory Council – upcoming membership vacancies	November 2016	58
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**FAMILY SERVICES URGENT ISSUES:  
ADMINISTRATION AND FINANCE DIVISION**

**Issue – Child Maintenance Billing System**

**Issue overview:**

- In December 2013, the child maintenance billing system (CMBS) went live, resulting in quicker initial processing; however, many system issues still need to be addressed, including a billing backlog due to the amount of back-up documentation not received or processed in order to issue payment. These delays in payments create cash-flow problems for mandated CFS agencies, and in turn, for residential care providers.

**Current status:**

- Historically, the child maintenance billing process involved extensive manual processing of billings. Prior to CMBS, the billings were received in a semi-consistent format and there were many items billed that were crossed off (rejected) for various reasons, which resulted in a very high percentage of monthly billings being re-billed.
- CMBS went live in December 2013, allowing the ability to process child maintenance invoices electronically and to store the information regarding per diem rates for individual children in care. The early stages of using the system posed some challenges and issues, which were addressed and continue to be addressed daily.
- CMBS continues to accumulate billing backlogs due to pending items. Pending items are items that are missing the required approval to be processed, and are primarily related to missing rate approval letters (IRAPs).
- In 2016/17, FS started executing a CMBS Transition Plan, which includes entering into tripartite agreements with authorities and agencies in an effort to expedite monthly child maintenance payments to the agencies. Agencies will receive payment on their monthly billings and will keep back-up documentation on-site at the agency office rather than submitting documentation to the Department. FS will then do post-payment document verification/post-audit on the agencies. FS will be consulting with Internal Audit and Consulting Services and the Office of the Auditor General to determine appropriate sample sizes, frequency, type of expenditure, etc.

**Options (2 or more):**

23(1)(a), 23(1)(f)

**Contact:** Angie Bruce, ADM, Administration and Finance, 204-945-5943

**FAMILY SERVICES URGENT ISSUES:  
ADMINISTRATION AND FINANCE DIVISION**

**Issue: Fixed Rate Contract Review**

**Issue overview:**

- Fixed Rate Contracts are used by the Department to pay for services to clients in certain programs when internal resources are not available. Phase One of a review of these contracts, published in December 2014, dealt with the use of contract staff in CFS shelters and for children in CFS care who were placed in hotels. Phase Two has been completed. Decisions are required regarding the future use of such contractors and the publication of the report.

**Current status:**

- Fixed Rate Contracts with the Department were established following a public Request for Quotations process in 2013. Price was not a determining factor.
- Phase 1 of the Review, which examined contractors providing service to the Winnipeg CFS Emergency Placement Resources (EPR) Program, was completed and publically released in December, 2014. This included staff in both CFS shelters and supervising children placed in hotels.
- Total contract costs in 2013/14 were \$13.4 million. The report found potential cost savings of \$1.4 million through the elimination of the use of external contractors. Recommendations were: increased training of contracted staff; increased frequency of on-site supervision of children placed in hotels; and a phase-out of contracted staff in shelters by casually employed departmental staff.
- Phase 2 of this Review has been completed, but not published. This phase included the Winnipeg CFS Family Support Program, Community Living DisABILITY Services and Children's DisABILITY Services (to provide in-home family support and respite services to children under the care of Winnipeg CFS and to children with complex needs, living with their families, served by Children's DisABILITY Services and to adults living with their families receiving services from Community Living DisABILITY Services.) The total cost of these contracts was \$1 million in 2014. Recommendations include the need for the Department to take a more competitive approach to future tendering, and to exercise greater vigilance and control when these firms are used.
- Existing contracts have been renewed until March 31, 2017. Contracts may be terminated without cause with 90 days notice.

**Options (2 or more):**

18(1)(c)(i)(ii), 23(1)(a), 23(1)(f)

**Contact:** Lissa Donner, Executive Director, Agency Accountability and Community Initiatives, 204-945-3312

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**FAMILY SERVICES URGENT ISSUES:  
ADMINISTRATION AND FINANCE DIVISION**

**Issue: 2015/16 Funding Pressures**

**Current status:**

The Department's most current cash flow projection indicates an estimated total over-expenditure of \$46.9 million for fiscal 2015/16 or 4.0% of the Department's overall budget of \$1.2 billion. A summary of the key funding pressures are as follows:

**Community Living disABILITY Services (CLDS) - \$19 million**

The CLDS budget has increased by over 400% since 2000/01 and now serves approximately 5,900 participants distributed primarily within the residential and day service funding lines. The average cost of serving clients as well as the volume of new intakes into the program is driving funding pressures. Clients present with increasingly complex and challenging needs. The Department has developed very strict criteria for new clients that limit services to those in critical need. The intake of new clients as they age out of the care of CFS agencies is one of the primary volume drivers in CLDS. In addition, there is a commitment based on a human rights complaint to transition clients from the Manitoba Development Centre (MDC) into the community where the average cost of service is higher. St. Amant Centre also established a goal to transition CLDS clients from the River Road facility into a community setting by 2018/19, resulting in increased cost pressures to serve these clients. 2.3(1)(f)

**Child Protection – Authorities and Maintenance of Children - \$29 million**

The potential pressures in Child Maintenance are due to the development of new resources related to the hotel reduction strategy, the Emergency Placement Resource redevelopment, and increased services and costs related to children in care. 2.3(1)(f)

There were also higher proportions of children with complex needs such as FASD.

2.3(1)(f)

Responding promptly to the needs of children who are at risk due to abuse or neglect is not discretionary; it is required by law. The Department is working on several initiatives to make this program sustainable. 2.3(1)(f)

Options: NA

Contact: Angie Bruce, ADM, Administration and Finance, 204-945-5943

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**FAMILY SERVICES URGENT ISSUES:  
ADMINISTRATION AND FINANCE DIVISION**

**Issue: Family Services Analytical Solutions Team (FAST)**

**Issue overview:**

- Re-deploying existing resources from other areas; it is proposed that a new Family Services Analytical Solutions Team (FAST) be developed to resolve complex funding and related issues, particularly where those involve more than one FS program.

**Current status:**

- The Department's Agency Accountability and Support Unit (AASU) was established to provide centralized oversight of the financial management of, and reporting by, funded agencies. AASU also provides centralized management of funding agreements. Through this work, AASU has identified pressing financial and governance issues.
- AASU and the Integrated Community Initiatives (ICI) Unit together form the Agency Accountability and Community Initiatives Branch. ICI staff have expertise in analytical work with large data sets, government-wide policies, familiarity with the non-profit sector and larger issues. ICI staff have undertaken analytical work to inform policy changes, on an ad-hoc basis, providing the evidence base to better understand the consequences of proposed changes.
- The Department does not currently have staff resources dedicated to resolve complex policy and financial issues, especially where those involve more than one program area. Problems have been identified, but solutions have been delayed or set aside. This has also led to increased risk for the Department and frustration among stakeholders. This has also increased the Department's reliance on more costly external contractors.
- Examples of issues that require analytical solutions include: changes to the way in which the Department compensates foster parents; changes to the Department's approach to home ownership by agencies funded to care for vulnerable adults and children in care and revisions to the Department's Surplus/Deficit Policy.

**Options:**

23(1)(a), 23(1)(f)

**Contact:** Angie Bruce, ADM, Administration and Finance, 204-945-5943

**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Backlog and Wait Times of Accessing Open Birth and Adoption Records**

**Issue overview and current status:**

- Open birth and adoption records legislation was proclaimed on June 15, 2015. As a result of the historic legislative change, approximately 1,000 applications were received to date.
- Currently, the wait times/backlog for receiving birth records is approximately seven months.

**Options:**

- Additional staff to address the wait times/backlog to decrease the time frames from seven months to six months.
- The additional staffing of the casual staff person and three seconded individuals continue for a minimum of six months, as it will assist in decreasing volume to reach a goal of eight to 12 weeks.

**Contact:** Diane M. Kelly, ADM, Child and Family Services, 204-945-4575  
Janice M. Knight, Manager, Adoption and Post-Adoption

**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Child and Family Services Information System (CFSIS) Compliance and Ownership of data**

**Issue overview:**

- The requirement to use the child welfare information system is documented in provincial child and family services standards; correspondence from provincial and federal officials; agreements under the Aboriginal Justice Inquiry – Child Welfare Initiative; recommendations from external reviews; and specific ministerial Directives. While compliance has improved since the introduction of internet-based access in 2006/07, full compliance has never been achieved. Poor or intermittent internet service affects rural, northern and remote communities representing up to 15 per cent of the provincial caseload. However, some First Nations agencies, primarily under the First Nations of Northern Manitoba Child and Family Services Authority (Northern Authority), oppose the use of the system. 23(1)(a)

**Current status:**

- System use has improved since the ministerial Directive of January, 2014, with agencies of the Southern First Nations Network of Care showing the greatest improvements. Some agencies of the Northern Authority have between 40 and 85 percent of information missing. Other child welfare agencies and external authorities (e.g., Winnipeg Police Service) have stated that this has placed children at risk. More recently, political representatives have extended the meaning of Ownership, Control, Access and Possession (OCAP) from social research agreements to the child welfare system. 21(1)(c.1), 23(1)(a), 23(1)(f), 27(1)(a)

**Option:**

- Engage Child and Family Services Authorities 23(1)(a)

**Contact:**

Diane M. Kelly, ADM, Child and Family Services, 204-945-4575  
Richard Asselin, Manager, CFSA Unit

**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Child Protection Mediation Pilot Project**

**Issue overview:**

- The Child Protection Mediation (CPM) pilot project, which is delivered by Family Conciliation Services under steering committee direction, is at the mid-point in its life-span, with an anticipated completion date of September 2016.
- This pilot is a joint effort of the Community Service Delivery and Child and Family Services Divisions, resourced from within and in partnership with the judiciary and Metis Child and Family Services (CFS) of Winnipeg, as a source of referral.

19(1)(b)

- The CPM pilot project is meant to test the efficacy of introducing a mediation option for child protection cases that are heading to, or are already in, a court process where there is a dispute between a child and family services worker/agency and a parent/guardian regarding the plan for a child in care.
- CPM is seen as court-diversionary, and less adversarial and costly. It is meant to ease the burden on families involved in the child protection system, as well as in back-logged courts. Timelier permanency planning is in the best interests of children.

**Current status:**

- The pilot project just completed its referral cycle, with a maximum capacity of 10 referred child protection files with outstanding care plan issues. All but two files were referred from the Metis CFS agency. Winnipeg CFS and Dakota Ojibway CFS agencies each referred a file. Three of the 10 files did not move forward to mediation, as the parties withdrew; two of 10 closed after intake for mediation; one mediation was completed; and four are in the mediation process.
- The evaluation is underway. It will include interviews with the participants in service delivery (parents/guardians, workers, supervisors) and other stakeholders involved in the development and implementation of the pilot project. A report will be provided once information gathering and analysis is complete, including recommendations for options regarding permanency.

**Options:**

23(1)(a), 23(1)(f)

**Contact:** Diane M. Kelly, ADM, Child and Family Services, 204-945-4575  
Ron Bewski, Director, Family Conciliation Services

**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Cúram Initiative**

**Issue overview:**

- The current child welfare information system was created in 1993 (Child & Family Services Information System – CFSIS) with an addition in 2004 (Intake Module – IM). The government announced these would be replaced with a modern, advanced case management system in two Speeches from the Throne (November, 2008; November, 2012); media releases (January, 2012; August, 2015) and in the Legislative Assembly (April, 2014). In addition, several external inquiries have emphasized the need for consistent use of a system, most recently in The Legacy of Phoenix Sinclair (Hughes Report) which recommended that the current system be replaced “without delay” (recommendations 21 to 24).

**Current status:**

- In cooperation with the four Child and Family Service Authorities, Family Services and Business Transformation and Technology (Finance), have completed two initial stages: the assessment of appropriate candidate software systems (“Information Matters”, 2008) which identified the most appropriate system for Manitoba, and an evaluation of scope (“Cúram for Child Welfare”, 2014/15) which assessed the time and cost of adapting the candidate software as well as internal business practices to implement the product. In both cases, professional services firms were contracted to lead and assist the stages. The scoping stage produced an implementation proposal but also identified additional requirements that required further validation, in particular with respect to CFS Authority and agency participation. 23(1)(f)

**Options:**

23(1)(a), 23(1)(f)

**Contact:** Angie Bruce, ADM, Administration and Finance, 204-945-5943



**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Customary Care Legislation**

**Issue overview:**

- Bill 15 – *The Child and Family Services Amendment Act (Recognition of Customary Care of Indigenous Children)* did not pass in the last legislative session, despite approval from CFS Authorities and Treasury Board to fund staff to support the implementation of customary care. The recommended immediate decision or action is to pursue customary care legislation again as soon as possible as the field (CFS and Indigenous communities) is poised and ready for the development and implementation of customary care.

**Current status:**

- Customary care is a traditional way family and communities have of taking care of their own children. CFS aims to provide through legislative amendments and supporting regulations the support for customary care to ensure culturally safe implementation.
- There is a disproportionately high rate of Indigenous children in care of Child and Family Services. Under the current legislation, these children are losing connection to their communities and their cultural identity.
- There has been a great deal of attention by the public and the media on this population of young people and an expectation that the service system must change to better meet the needs of this growing and vulnerable population.

**Options:**

19(1)(e), 23(1)(a), 23(1)(f)

**Contact:** Diane M. Kelly, ADM, Child and Family Services, 204-945-4575  
Theresa Stevens

**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Development of Emergency Placement Resources**

**Issue overview:**

- In June 2014, a dedicated, co-located Hotel Reduction Team (HRT) was created, comprised of one representative from each of the four Authorities, one team lead and one departmental representative. The Department implemented an aggressive resource development strategy within the Emergency Placement Resource (EPR) program to ensure that the ministerial directive to eliminate hotel usage in Winnipeg could be achieved. EPRs that were developed are as follows: 71 emergency foster beds and 30 shelter beds available in Winnipeg EPRs and an additional 145 emergency foster beds and 15 shelter beds available in various regions throughout Manitoba.
- The original terms of reference of HRT was to create a resource development plan to address the continuum of care needs of child and family services (CFS) agencies across the province to permanently eliminate reliance on hotel placements. HRT consulted with rural regions - Thompson, The Pas, Brandon, Dauphin, Interlake, Eastman and Central to meet with CFS agencies to share information, develop resources and identify future resource cluster needs. HRT met with Standing Committee to inform the future work of HRT and how coordinated efforts could be aligned and supported.

23(1)(a), 23(1)(f)

**Current status:**

- The former HRT, now known as Collaborative Authority Resource Team (CART) has a 2016/17 strategy plan to develop rural resources and to remain connected to Winnipeg EPR to assist with expedited placements out of emergency.

**Options:**

- The supportive role of CART could be instrumental in transitioning the Winnipeg EPR program to ANCR.

23(1)(a), 23(1)(f)

Contact: Diane M. Kelly, ADM, Child and Family Services, 204-945-4575  
Tracey Arnold, Project Manager, EPR Resources

**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Federal/Provincial Funding Agreement Renewal for First Nations CFS**

**Issue overview:**

- The federal/provincial harmonized funding model was entered in 2010 for a five-year period. It was extended to March 31, 2016 and requires immediate renewal. First Nations agencies in Manitoba receive funding from both the federal and provincial governments, dependent on the residence of the families and children served.

19(1)(c), 21(1)(a), 23(1)(a), 23(1)(f)

Contact: Diane M. Kelly, ADM, Child and Family Services, 204-945-4575  
Moriah Davis, Communications Specialist

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**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Hughes Inquiry and AMR Report Implementation Plan and Commitments**

**Issue Overview:**

- "The Legacy of Phoenix Sinclair Achieving the Best for All Our Children" (Hughes Inquiry) Report was provided to the Department of Justice in December 2013 (and made public on January 31, 2014). Thirty-One of the Hughes recommendations were referred to a Review Team lead by AMR Planning & Consulting. AMR submitted their report in January 2015 (released January 27, 2015).
- The Department's Project Management Office (PMO), reporting to Standing Committee and EMC, is leading the review of each recommendation with representatives from the Authorities and the Department (Phoenix Sinclair Inquiry Work Group - PSIWG) to determine where each recommendation/option falls (with time periods) and how teams/work groups will be tasked to address them. In total, with the AMR Options included, there are 94 recommendations/options to action. The PMO worked with the CEOs of the four Authorities over the summer 2015 to prioritize recommendations/options for action. Out of the 94, 18 were prioritized. An additional seven recommendations were added during the PSIWG's review work in the fall as part of the CEO 'package' which now consists of 25 recommendations/options. The PMO/PWSIG also reviewed the recommendations and options that appeared to fall within the responsibility of other departments or pre-existing work groups (69 in total) and assigned those out for the development of detailed implementation plans.

**Current status:**

- Of the 62 recommendations made by Justice Hughes, the Department has indicated that 30 are completed, 5 are partially complete; 12 are substantially complete (i.e., new Children's Advocate bill was drafted and submitted to the House) and 15 are in progress. Detailed implementation plans have been or are being received and/or are in the process of being finalized from all work groups.
- The Children's Advocate Office is doing a review of the status of the 62 recommendations and intends to release a report based on information/evidence (e.g., detailed implementation plans) supplied by the Department. 23(1)(a)

**Options:**

19(1)(e), 23(1)(a), 23(1)(f)

**Contact:**

Diane M. Kelly, ADM, Child and Family Services Division, 204-945-4575  
Paul Vincent, Manager, Intersectoral Coordination & Strategic Planning

**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Northern Authority Update - Order of Administration, Section 4 Review;  
External Quality Assurance Review.**

**Issue Overview:**

- The First Nations of Northern Manitoba Child and Family Services Authority (Northern Authority) has been under a Provincial Order of Administration since November 2014. The Order of Administration ministerial letter made reference to safety concerns which have since been addressed through file and data reconciliation. The Province's conditions for lifting the Order of Administration are focused mainly on the safety of children and a lack of compliance with the Province's Directive regarding the use of CFSIS/Intake Module. Another condition is the relationship between the Northern Authority and the Manitoba Keewatinowi Okimakanak (MKO) as Board appointing body.
- There are broad points of agreement between all parties towards rescinding the Order at the earliest possible date. Further accord is needed on clarification of roles and responsibilities and finding agreed-upon mechanisms of collaboration (framework agreement, joint working group). Accord is also needed on important details such as describing what meeting the Province's conditions should look like and/or identifying minimum, predetermined measures of progress that must be met in order to rescind the order.

**Current status:**

- MKO believes that the Order should be lifted immediately and has requested this in a letter dated March 9, 2016. With respect to compliance with the Directive on CFSIS, the MKO First Nations seek provincial recognition of / adherence to the principles of Ownership, Control, Access and Possession (OCAP), which enables self-determination over all research concerning First Nations. MKO seeks to establish a 'government-to-government' relationship with the Province on child welfare matters.
- The position of the Northern Authority is that it is caught in the middle and cannot obtain full compliance from agencies if the Province and the MKO cannot agree on CFSA (CFSIS), standards and other matters. This issue is also identified within the Northern Authority Quality Assurance Review report. CFS Division management continues to work with the Northern Authority on the issues identified within the 2015 Quality Assurance Review and the Section 4 Review.

**Options:**

19(1)(b), 23(1)(a), 23(1)(f)

**Contact:**

Diane M. Kelly, ADM, Child and Family Services Division, 204-945-4575  
Moriah Davis, Communications Specialist



**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Funding Reallocation to Support Prevention**

**Issue overview:**

- In November 2014, the CFS Division developed options for the reallocation of CFS family enhancement and stabilization funding. The family enhancement cases were lower than anticipated since the new service/funding stream was introduced in 2010. The Department assessed that it needed to make changes in the way prevention services were funded in order to allow for more flexibility in service delivery while ensuring that prevention remained the focus and financial supports remained in place.

19(1)(b)

- Manitoba's Budget 2015 re-committed to prevention and early intervention services to safely support children within their families.

19(1)(a)

**Current status:**

- This practice remains in place although there is criticism and advocacy from some agencies that have had their stabilization funding eliminated as a result of the change. 23(1)(a)

**Options:**

23(1)(a), 23(1)(f)

**Contact:**

Diane M. Kelly, ADM, Child and Family Services, 204-945-4575  
Moriah Davis, Communications Specialist

**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Continuation of the provincial kinship and foster care recruitment campaign**

**Issue overview:**

- In December 2015, a campaign to recruit new kinship and foster caregivers was launched. The campaign is made up of two components: (1) a public advertising campaign and (2) funding to address the existing backlog of foster home license applications.
- The advertising campaign included radio and newspaper ads, two billboards, and the launching of a new recruitment website featuring a series of short videos featuring Adam Beach, an Elder, and an Indigenous foster parent. The advertising campaign is expected to continue after the election with another run of newspaper and radio ads, and continued updates to the website.
- The funding to address the existing backlog of licensing applications was used by agencies to hire and/or contract with individuals to process the existing foster home licensing applications received by agencies.

**Current status:**

19(1)(b)

**Options:**

19(1)(b), 23(1)(a), 23(1)(f)

**Contact:**

Diane M. Kelly, ADM, Child and Family Services, 204-945-4575  
Andrea Grynol, A/Manager, Supports to Authorities and External Agencies

**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue: Sioux Valley Dakota Nation (SVDN) Child and Family Services**

**Issue overview:**

- The Sioux Valley Governance Agreement, in negotiation since 1993, was completed/signed in 2013. Beginning in 2014, SVDN initiated contact with the provincial and federal governments indicating interest in pursuing action in regards to a number of areas in the Governance Agreement, including exercising its jurisdiction over child and family services and establishing a harmonization agreement. SVDN issued a Band Council Resolution (BCR) in support of this interest in November 2014.

**Current status:**

- Canada, Manitoba and SVDN first met in April 2015. Subsequently, a project manager was assigned, an implementation working group and a legal issues sub-group were created, a project charter was developed, and SVDN established a legal entity - Sioux Valley Dakota Oyate Child and Family Services Inc (SVDOCFS).
- The implementation working group (and the legal sub-group) has met numerous times since. SVDN submitted an implementation proposal in late January 2016 (under review). Fourth quarter 2015/16 funding of \$50.0 was provided by the Province and INAC to support the Sioux Valley entity to work with the SFNNC to complete a mandate review process and develop a detailed agency implementation plan (referred to as 'Work Plan A'). This work is in its earliest stages.

23(1)(f)

A second stream of activity  
(‘Work Plan B’) relates to developing a harmonization agreement with the Province. This could entail the development of a SVDN CFS law and/or agreements to assist it in exercising its jurisdiction over CFS service delivery.

**Options:**

23(1)(a), 23(1)(f)

**Contact:** Diane M. Kelly, ADM, Child and Family Services, 204-945-4575  
Sherry Zajac, Executive Director, Administration and Finance

**FAMILY SERVICES URGENT ISSUES:  
CHILD AND FAMILY SERVICES DIVISION**

**Issue Overview:**

**Issue: Manitoba Centre for Families in Transition Program Support**

Manitoba Centre for Families in Transition (MCFT) is a small charitable organization offering longer-term, one-of-a-kind therapeutic group support to high conflict families disrupted by separation and divorce after formal parenting agreements and court orders are in place. Program referrals come from the courts, Family Conciliation Services, school guidance counsellors, etc.

The MCFT approached the Minister of Family Services in March 2015 seeking sustainable funding to embed its Giving Children Hope program (GCH) as a government-based service. Family Services supported GCH several years ago (\$30.0) when it was under the umbrella of the Family Centre of Winnipeg. The MCFT, with external start-up funds, reinstated the GCH in 2012, on a fee-for-service basis with a sliding scale.

Various options were explored

19(1)(e), 23(1)(a), 23(1)(f)

Contact: Diane M. Kelly, ADM, Child and Family Services Division, 945-4575

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**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY ENGAGEMENT AND CORPORATE SERVICES DIVISION**

**Issue: Federal/Provincial/Territorial Social Services Activity**

**Issue overview:**

- The Government of Canada (GOC) has announced a number of promises and commitments that will result in almost \$20 billion in federal social infrastructure related investments over the next 10 years. Sustained participation in the Federal-Provincial-Territorial (FPT) Ministers Responsible for Social Services (MRSS) Forum is required to represent Manitoba's interests and secure its share of funding.

**Current status:**

- Manitoba Family Services, Jobs and the Economy, and Children and Youth Opportunities participate in the FPT-MRSS forum. Family Services (FS), as the lead ministry, provides the three departments with strategic information, options and advice regarding the advancement of Manitoba's interests, coordinates negotiations and agreements between ministries and with the GOC, coordinates internal activities to avoid duplication of effort, and ensures Manitoba is actively engaged on a wide variety of social services related issues.
- Many of the priority areas for GOC investment align with Manitoba's interests which include improving the outcomes of Indigenous children, youth and families, particularly those Indigenous children and youth in care, developing a national framework to expand early learning and care, establishing a national poverty reduction strategy and exploring national accessibility legislation for persons with disabilities.
- Manitoba currently plays a leadership role on a number of FPT-MRSS committees. The Minister of FS (in partnership with Ontario Minister Tracy MacCharles and federal Minister Jean-Yves Duclos) currently co-chairs two pan-Canadian working groups related to improving the outcomes of Indigenous Children and Youth in Care. In addition, the Deputy Minister of FS is a member of the Deputy Ministers Early Learning and Child Care (ELCC) Steering Committee, which is guiding FPT work to develop a national framework on ELCC and planning to meet in May 2016. Family Services officials are also actively involved in work related to poverty reduction, persons with disabilities, ELCC and child welfare.

**Options:**

- FS will continue to serve as lead ministry in the MRSS Forum, represent Manitoba's interests, and coordinate its involvement in the forum.
- The Minister of FS may wish to continue to co-chair the PT and FPT working groups related to improving the outcomes of Indigenous Children and Youth in Care. Alternatively, the Minister may wish to relinquish the co-chair role and ask Ontario and the GOC lead this work.

Contact: Janis Margraf, Director, Intergovernmental Relations and Information Services, 204-945-0140



**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY ENGAGEMENT AND CORPORATE SERVICES DIVISION**

**Issue: Over 12,000 children registered and waiting for licensed child care**

**Issue overview:**

- Demand for licensed child care is high with 12,070 unique children registered (at December 31, 2015) on the Online Child Care Registry, which places their names on selected waitlists of licensed centres and/or homes (as chosen by parents).

**Current status:**

- In order to meet current demand, it will be necessary to expand the licensed child care system.

**Options:**

Expand the system to meet demand by:

- continuing to fund spaces as soon as already-approved school-based and community-based capital projects are licensed;
- supporting more capital project development to build new and expand existing child care centres, including identifying appropriate public buildings for child care use, such as in Manitoba Housing buildings;
- licensing more home-based providers, including those through the partnership with Manitoba Jobs and the Economy and Family Dynamics;
- increasing the number of Early Childhood Educators (ECE) to work in licensed centres through more training opportunities, including full-time college programs and workplace training; and, by exploring dual-credit programs in high school and further training supports for low-income Indigenous and newcomer Manitobans;
- embarking on a new recruitment campaign to attract students to become ECEs;
- recruiting more ECEs and retaining the existing workforce by increasing funding in support of higher wages;
- providing governance support to existing licensed community-based centres and for the purpose of assisting with new centre development; and
- ensuring strong oversight of licensed programs to support children's health, safety and well-being and to mitigate risk as the system grows.

**Contacts:** Jennifer Rattray, ADM, Community Engagement and Corporate Services, 204-945-6374  
Margaret Ferniuk, Director, Manitoba Early Learning and Child Care, 204-945-2668

**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY ENGAGEMENT AND CORPORATE SERVICES DIVISION**

**Issue: Growing waitlists and wait times for early intervention Autism Spectrum Disorder (ASD) services.**

Issue overview and Current status:

- Families and advocacy groups continue to express concern regarding the growing waitlists and wait times for early intervention autism services.
- As of March 2016, 74 preschool children are on the waitlist for the Autism Early Learning (EL) Program, with a wait time of over two years. Forty of these waitlisted families are receiving training and consultative support through the Parent Support Model. There are 18 children waiting to enter the Autism School Age (SA) Program.
- In September 2015, St. Amant Autism Programs were re-structured to improve the long-term sustainability of the program; ensure that more pre-school children benefit from an intensive autism intervention; and enhance the continuum of supports available from preschool to high school graduation.
- Discussions occurred with leadership of Manitoba Families for Effective Autism Treatment (MFEAT) regarding program re-structuring. However, in the absence of significant new investment for intensive programming, MFEAT has been critical of program re-structuring. In November 2015, MFEAT initiated a letter writing campaign to the Premier and Ministers of Family Services, Education and Advanced Learning and Health requesting additional funding to reduce the program waitlist and maintain the previous number of years of service. MFEAT is receptive to some of the changes that have been introduced including the extension of consultative services to high school graduation and site-based group models of service in the EL program.
- Autism Outreach is another early intervention service option for children with ASD. It is a consultative service that provides families and caregivers with training in a play-based, child-led and flexible model of supports. As of April 1, 2016, 73 children will be on the waitlist for this service with a wait time of approximately one year.

Options:

- Continue to evaluate program accessibility and efficacy following the restructuring and develop site based Autism Early Learning (EL) programming with group service models in order to meet the needs of more children in a sustainable way.
- Consider additional funding partnerships for providing early intervention services.

23(1)(a), 23(1)(f)

Contact: Tracy Moore, Executive Director, Family Violence Prevention Program, 204-945-3255

**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY ENGAGEMENT AND CORPORATE SERVICES DIVISION**

**Issue: Re-visioning the Family Violence Prevention Program (FVPP)**

**Issue overview:**

- FVPP requires re-visioning to address gaps in service for women, children and men experiencing family violence.

**Current status:**

- Historically, Manitoba has been a leader in the development of programs and services that respond to the needs of persons experiencing family violence. Programming and resources focused predominantly on the provision of emergency shelter services for women and children and continue to provide clients with a place of safety for up to 30 days.
- FVPP has experienced significant turnover in leadership in the last decade and, as a consequence, services have remained static. New leadership was established in 2015 and undertook a comprehensive review of the FVPP program, related literature and research and engaged with key stakeholders. Consultations with key stakeholders occurred from June to September 2015 to identify program strengths, needs, pressures, potential partnerships and opportunities.
- Findings from the review highlighted the need to re-vision the FVPP program and develop a continuum of services to support those populations that require different or enhanced services. Specifically, the review found that there was a need for enhanced services for:
  - Indigenous women and girls;
  - women with multiple challenges, including substance abuse, mental health issues and trauma related to colonization and a history of inter-generational violence;
  - children and youth exposed to family violence; and
  - newcomers with language challenges and differing cultural beliefs.
- The review also highlighted the need for a strong focus on prevention that either prevents or delays the need for other services.
- FVPP staff is completing the development a three year strategic plan for review in June 2016. The plan will capitalize on current investments, opportunities for cross departmental partnerships and identify resource requirements in future years.

**Options:**

*23(1)(a), 23(1)(f)*

- Explore opportunities for shared funding and service provision with collateral departments.

Contact: Tracy Moore, Executive Director, Family Violence Prevention Program, 204-945-3255

**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY SERVICE DELIVERY DIVISION**

**Issue: Community Living disABILITY Services (CLDS) *building on abilities* initiative, Supports Intensity Scale (SIS) implementation and Day Services Review**

Issue overview and Current status:

- Cost and caseload increases are contributing to the significant Community Living disABILITY Services (CLDS) budget and placing financial pressure on Family Services' finite resources. Family Services developed *building on abilities (boa)* to address CLDS budget and disparity issues.
- The CLDS budget has increased by about 400 per cent since 2000/01. The volume of new intakes and the increasing average cost of providing service to participants are driving the budget increases. Inconsistent needs assessments within CLDS have created disparities in funding levels for adults with intellectual disabilities.
- *boa* includes a shift toward the use of the Supports Intensity Scale (SIS), a standardized assessment tool, to determine support needs for individuals receiving funded services from CLDS. Implementation of the SIS will help ensure that participants receive the right level of support based on their assessed needs, and will result in a fair, equitable, transparent and consistent service delivery system. *boa* aims to expand services to more participants, while assisting with cost containment and creating a more sustainable CLDS program.
- Prior to the implementation of *boa*, the CLDS program launched a review of Day Services with the intent of exploring opportunities to increase competitive employment for CLDS participants and enhance the spectrum of services available. The Day Services Review will now be informed by *boa*.
- There continues to be extensive consultation with stakeholders on all elements of the *boa* initiative.

Options:

23(1)(a), 23(1)(f)

Contact: Michelle Dubik, ADM, Community Service Delivery, 204-945-2204



**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY SERVICE DELIVERY DIVISION**

**Issue: Community Living disABILITY Services (CLDS) – Wage Enhancement Fund**

**Issue overview:**

- Improving the wages of CLDS Direct Service Workers.

**Current status:**

- The Wage Enhancement Fund (WEF) was launched in January 2015, with an annualized budget of \$6.0 million, to increase the starting wages of direct service staff working for agencies that support adults with intellectual disabilities. The fund is intended to address challenges in attracting and retaining staff and help smaller and rural residential agencies that have historically been unable to offer wages that are competitive with larger agencies.
- The fund is available to Community Living disABILITY Services (CLDS) agencies that provide residential services as this service area was identified as having the most challenges when the fund was created. The fund does not apply to day service workers, foster care workers or workers that support individuals in independent living arrangements.
- Several agencies, including Abilities Manitoba, have raised concerns to the Department and in the media about the exclusion of these workers from the WEF. In January 2016, Abilities Manitoba organized a letter writing campaign to the Minister advocating the inclusion of all day services staff into the WEF.
- Some unionized agencies indicated their wage costs have increased dramatically because they are required by collective agreements to pay all support workers the same wage rate regardless of which service system they work in. Several agencies have indicated that without additional funding, this practice will not be sustainable over the long term and some are re-evaluating the risk of participating in the WEF due to these liability concerns.

**Options:**

23(1)(a) , 23(1)(f)

**Contact:** Michelle Dubik, ADM, Community Service Delivery, 204-945-2204



**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY SERVICE DELIVERY DIVISION**

**Issue: Continuing difficulties recruiting licensed clinical professionals to vacancies at the Manitoba Developmental Centre (MDC)**

**Issue overview:**

- Difficulties recruiting licensed clinical professionals.

**Current status:**

- Professional positions are difficult to fill at the Manitoba Developmental Centre (MDC) due to its rural location (90 km to the closest major city) as well as the perception of limited career potential due to the decreasing resident population and downsizing of operations.
- MDC has been unable to recruit a physiotherapist, clinical psychologist or pharmacist. The shortage of Nurse 1s and LPNs at MDC is an ongoing issue.

**Options:**

23(1)(a), 23(1)(d), 23(1)(f)

**Contact:** Tom Sidebottom, CEO, Manitoba Developmental Centre, 204-856-4238

**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY SERVICE DELIVERY DIVISION**

**Issue: Employment and Income Assistance (EIA) caseload pressures**

*\* Please note that this issue is related to Urgent Issues - EIA Sustainable Employment Pathway and Human Resource Challenges*

**Issue overview and Current status:**

- Heavy EIA caseloads grew by 4.2 per cent between April 2014 and February 2016. There was no corresponding increase in the workforce supporting these cases.
- Increasing workloads have a negative impact on employee performance and participant outcomes. Prolonged processing times for initial and ongoing benefits due to increased volume creates hardships for frustrated and disadvantaged participants. Diminished staff morale/work satisfaction in an environment of increasing demands leads to higher staff-turnover rates. Less staff diligence in daily tasks and functions leads to errors, missed payments and inappropriate processing of benefits such as assigning extra benefits one may not be eligible for.
- Growing caseloads create more challenges in tracking and auditing service delivery plans and hamper the ability of staff to evaluate service delivery outcomes.
- Added workload puts strain on current infrastructure, including lack of filing space for case files and insufficient seating and waiting area space for people attending offices. Safety and security issues arise when participants are kept waiting in person or for a return contact or when benefits are mishandled due to mistakes made by rushed decisions and actions.
- There is added risk of untimely communication between partners and collateral agencies, with files remaining open longer than they would have had appropriate attention been given to a case. Communication between Training and Employment Services (TES) and Workplace Education Manitoba (WEM) and EIA is critical to the success of participants moving through the Pathway to Sustainable Employment Initiative. Participants who do not receive the appropriate attention at the right time (have an education plan or career goal) may become disillusioned, frustrated and lose interest.

**Options:**

23(1)(a), 23(1)(f)

Contact: Michelle Dubik, ADM, Community Service Delivery, 204-945-2204

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**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY SERVICE DELIVERY DIVISION**

**Issue: Employment and Income Assistance (EIA) - Pathway to Sustainable Employment Initiative**

\* Please note that this issue is related to EIA Caseload Pressures and Human Resource Challenges

**Issue overview and Current status:**

- The Pathway to Sustainable Employment is part of Manitoba Jobs and the Economy's *Strategy for Sustainable Employment and a Stronger Labour Market*; its goal is to help EIA participants develop skills toward independence and employment.
- The Pathway to Sustainable Employment aims to ensure a comprehensive and informed response to address the employment barriers faced by some income assistance recipients. It brings expertise from across the programs and provides a continuum of supports and resources through Training and Employment Services (TES), Workplace Education Manitoba (WEM) and EIA caseworkers employed by Family Services. Service responses include employment and training readiness assessments, essential skills assessments, advisory services and employment planning, Essential Skills training, skills enhancement, job readiness training, placement assistance, work experience, job coaching/mentoring, personal counseling/crisis management and job maintenance.
- In partnering to deliver this initiative, Family Services Employment and Income Assistance (EIA) managers and caseworkers face a number of challenges.

23(1)(a)

At the same time, EIA caseworkers must now have greater capacity to assess training and employment readiness. Additionally, programs and services that address barriers to employment have limited availability across the province.

**Options:**

23(1)(a)

Contact: Michelle Dubik, ADM, Community Service Delivery, 204-945-2204

**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY SERVICE DELIVERY DIVISION**

**Issue: Emergency Social Services provision in the event of spring floods or fires**

Issue overview:

- Emergency Social Service provision.

Current status:

- Family Services is responsible for providing Emergency Social Services (ESS) to Manitobans who are displaced due to disasters such as floods and fires. First Nations evacuations are provided by the Canadian Red Cross-Manitoba under contract to Indigenous and Northern Affairs Canada (INAC).
- Prior to the Red Cross contract, Aboriginal and Northern Affairs (ANA) communities adjacent to First Nations reserves were evacuated by the Manitoba Association of Native Firefighters (MANFF).
- INAC has informed Manitoba's Emergency Measures Organization (EMO) that the Red Cross contract does not provide for the evacuation of ANA communities. ESS and EMO are working with ANA and the Red Cross to find solutions.

Options:

23(1)(a), 23(1)(f)

Contact: Tom Sidebottom, CEO, Manitoba Developmental Centre, 204-856-4238

**FAMILY SERVICES URGENT ISSUES:  
COMMUNITY SERVICE DELIVERY DIVISION**

**Issue: Human resourcing challenges (Community Service Delivery Division)**

\* Please note that this issue is related to Urgent Issue: EIA Caseload Pressures

**Issue overview:**

- Service delivery human resource challenges.

**Current status:**

- Human resource issues permeate all areas of the Community Service Delivery (CSD) Division. The issues include:
  - Employment equity – CSD continues to aim toward a representative workforce. The current status of Family Services Employment Equity representation as of January 1, 2016 is: Women 81.9 per cent (target is 50 per cent), Aboriginal People 12.7 per cent (target is 16 per cent), Persons with a Disability 6.9 per cent (target is 9 per cent) and persons identifying as a Visible Minority 9.0 per cent (target is 13 per cent).
  - Workload – CSD is challenged to meet the needs of increasing numbers of cases as well as increases in service expectations (related to complexities of needs and an educated population whereby families and participants request services that may or may not be available).
  - Protracted timelines for filling vacancies – In CSD, any given position may be vacant for several months following an employee's departure. This vacancy puts great demands on the remaining pool of employees to cover the work resulting from the vacancy. Long timelines for filling vacancies are related to several factors including limited human resource consultant resources (they are responsible for most steps in the competition process), high turnover rates, difficulty recruiting for positions, and shallow pools of candidates for competitions, resulting in no successful candidates. The competition process must begin again with complex hiring protocols that create holdups and delays.

**Options:**

23(1)(a), 23(1)(f)

Contact: Michelle Dubik, ADM, Community Service Delivery, 204-945-2204



**FAMILY SERVICES URGENT ISSUES  
COMMUNITY SERVICE DELIVERY DIVISION**

**Issue: Service and Financial Pressures Created by St. Amant Re-configuration.**

**Issue overview:**

- St. Amant's plan to re-configure its services is placing significant service and financial pressures on the Department.

**Current status:**

- On October 29, 2013, St. Amant announced its five-year plan (2013 to 2018) to progressively close River Road Place (RRP) as a developmental institution for persons with intellectual disabilities. The agency intends to change its designation from a Developmental Centre to a Health Care Centre to serve Manitobans with an intellectual disability or brain injury who require 24/7 nursing supports. The space at RRP will also be repurposed to offer more respite options and crisis stabilization services.
- St. Amant's goal is to transition 15 people per year from 2013 to 2018 from RRP into community living. The Department recognizes that St. Amant is an independent organization administered by a voluntary board of directors with the authority to set the strategic direction and priorities for the organization and has been supporting the agency's five-year plan.
- Transitioning RRP residents into community placements has put additional financial pressure on the Department and has necessitated the development of new residential resources in the community. As of December 31, 2015:
  - 144 adults are residing at RRP;
  - 28 individuals have transitioned into community placements at a total annualized cost of approximately \$3.4 million (including residential, day and transportation costs); and
  - 8 individuals have been approved-in-principle to transition at a total annualized cost of approximately \$1.2 million

**Options:**

23(1)(a), 23(1)(f)

**Contact:** Michelle Dubik, ADM, Community Service Delivery, 204-945-2204

## FAMILY SERVICES URGENT ISSUES: DISABILITIES ISSUES OFFICE

### Issue: Implementation Challenges - *The Accessibility for Manitobans Act*

#### Issue overview:

- The AMA prescribes specific implementation timelines. Without additional resources, Manitoba may fail to meet the timelines set out in The Act.

#### Current status:

- The *Accessibility for Manitobans Act* (AMA) calls on the Minister responsible for Persons with Disabilities to oversee the implementation of the AMA, with details set out in a public annual plan. The Disabilities Issues Office (DIO) supports the minister by acting as secretary to the Accessibility Advisory Council, training obligated public sector organizations on how to create an accessibility plan, and raising awareness.
- The AMA calls on the Government of Manitoba (GOM) to model compliance with the creation of accessibility plans by December 2016 for the GOM, Crown Corporations, Regional Health Authorities, municipalities, post-secondary institutions and school divisions. Smaller municipalities, agencies, boards and commissions have until 2017 to comply. The DIO has created resources located at [www.AccessibilityMB.ca](http://www.AccessibilityMB.ca) and offers on-going presentations and training to affected organizations.
- Accessibility standards are set in regulations that specify who must do what by when in five areas: customer service, employment, information and communication, transportation and the built environment. The first Customer Service Standard was launched November 1, 2015. Government must comply within one year, public sector organizations in two years, and private sector in three.
- The Accessibility Advisory Council is currently reviewing a second draft standard related to accessible employment. The Council hopes to post it on the DIO website by the end of April in order to provide sixty days notice before public consultations begin at the end of June. This consultation process will inform the drafting of the standard for Ministerial review.
- The DIO is challenged to provide adequate implementation support. (Lack of funds for a public awareness and marketing campaign and a lack of staff to respond to training requests, do outreach with private sector organizations that must comply with the AMA by 2018; and create an AMA compliance regime).
- In addition, the GOM and DIO face pressure from disability organizations and advocates, such as Barrier Free Manitoba, to move forward with full implementation quickly.

#### Options:

- Increase the DIO's staffing and financial resources, to further public awareness, marketing, training, standards development and compliance efforts.
- Modify existing grants or introduce new public funding to support the implementation of the AMA.
- Move the DIO into Jobs and the Economy, to capitalize on existing GOM-private sector networks and relationships that will help to facilitate AMA implementation.

Contact: Yutta Fricke, Executive Director, Disabilities Issues Office, 204-945-8275

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## **FAMILY SERVICES URGENT ISSUES: MANITOBA STATUS OF WOMEN**

**Issue: Invitation to Federal-Provincial-Territorial (FPT) Ministers responsible for the Status of Women Forum (Edmonton, June 15-16, 2016).**

### **Issue overview:**

- The Annual Meeting of Federal-Provincial-Territorial (FPT) Ministers responsible for the Status of Women will take place in Edmonton, Alberta on June 15-16, 2016. The Manitoba Minister Responsible for the Status of Women has been invited to attend. The Minister must respond to the meeting invitation.

### **Current status:**

- FPT Ministers responsible for the Status of Women will hold their 34<sup>th</sup> annual meeting in June 2016. The meeting will be co-chaired by the Honourable Patty Hajdu, Canada's Minister of Status of Women, and the Honourable Stephanie McLean, Minister for Alberta Status of Women.
- FPT Ministers Responsible for the Status of Women last met by teleconference on February 2, 2016. During the teleconference new members were introduced to the forum and members received an update from federal Minister Patty Hajdu on developments related to the national inquiry into missing and murdered Indigenous women and girls, and on the federal government's plans for a gender violence strategy. Ministers also discussed the development of the agenda for their June in-person meeting.
- Standing items on the Ministerial agenda are violence against Indigenous women girls, and gender-based analysis. Additional items under consideration at this time for the June 2016 meeting are gender income disparity, supporting Indigenous women in leadership and a discussion on the role of provinces and territories in the development of the federal gender violence strategy.
- Manitoba hosted the last meeting in Winnipeg in June 2015.

### **Options:**

- The Minister may wish to attend the June meeting and confirm his/her attendance to Alberta. Alternatively, the Minister may wish to decline the meeting invitation.

**Contact:** Crystal Gartside, A/Executive Director, Manitoba Status of Women, 204-945-5812

## FAMILY SERVICES URGENT ISSUES: MANITOBA STATUS OF WOMEN

### Issue: Manitoba Women's Advisory Council – Upcoming membership vacancies

#### Issue overview:

- New appointments to Manitoba Women's Advisory Council are required by November 2016.

#### Current status:

- The Manitoba Women's Advisory Council is made up of a chairperson and community members (up to 18 in total) appointed by the provincial government. It operates under *The Manitoba Women's Advisory Council Act*.
- The Council serves as an advisory body to government on issues of concern to women, and works to enhance the overall status of women in Manitoba. It meets six times throughout the fiscal year. Members reflect the cultural diversity of Manitoba women and come from rural, urban and northern communities. The Council works within the Manitoba Status of Women (MSW); MSW staff provide administrative, research and policy support to the Council.
- Nadia Kidwai is currently the Chairperson of the Council. She reports directly to the Minister responsible for the Status of Women, and works in cooperation with MSW's Executive Director to achieve the goals of the Council.
- The Council currently consists of these 15 members:

Nadia Kidwai (Chair)	Winnipeg	Brielle Beardy	Thompson
Jackie Anderson	Winnipeg	Barb Desjardins	Boissevain
Gail Cullen	Brandon	Dr. Romona	Winnipeg
Jeanette DeLong	Steinbach	Goomansingh	
Renee Kastrukoff	The Pas	Susan Hayward	Lundar
Lorene Mahoney	Winnipeg	Susie Marie Secord	Dauphin
Holly Parcey	Pinawa	Jamie Skinner	Winnipeg
Alyssa (Jenna) Wirch	Winnipeg	Jennifer Small	Winnipeg

- The following Council members second (and final) terms will expire on November 25, 2016: Jackie Anderson, Gail Cullen, Jeanette DeLong, Renee Kastrukoff, Lorene Mahoney and Holly Parcey. Alyssa (Jenna) Wirch's first term also expires in November 2016.
- Chairpersons serve a three-year term (can be renewed once), and Ms. Kidwai's first term as Chair expires on January 21, 2017. The remaining Council members' first terms will also expire in January 2017.

#### Options:

- Potential candidate names to replace the November 2016 vacancies could be brought forward for consideration. MSW could also propose names of potential candidates as requested.

Contact: Crystal Gartside, A/Executive Director, Manitoba Status of Women, 204-945-5812



**FAMILY SERVICES URGENT ISSUES  
OTHER: OVER-ARCHING ISSUE**

**Issue: Implications of the Canadian Human Rights Tribunal Ruling related to funding and Jordan's Principle for First Nations children.**

**Issue overview:**

- In January 2016, the Canadian Human Rights Tribunal (the Tribunal) ruled that the Government of Canada's (GOC) provision of the First Nations Child and Family Services Program (FNCFS) and the narrow definition and inadequate implementation of Jordan's Principle, are flawed, inequitable, and discriminatory under the *Canadian Human Rights Act*. The ruling was based on findings that the GOC program results in service gaps, delays or denials of service that have adverse impacts on First Nations children and families on reserve.

**Current status:**

- This is the first time that a human rights complaint involving discrimination against First Nations has been heard by the Tribunal. While the Tribunal's decision applies to the FNCFS Program, the 'equity of access' issues raised in the ruling are likely to have wider implications for social services in Manitoba and other PTs. In the context of a Supreme Court ruling that reserves are not "enclaves" of exclusive federal jurisdiction, the ruling sets the stage for demands and potential challenges for Manitoba to extend other programs (such as Children's disABILITY Service, Manitoba Early Learning and Child Care and Community Living disABILITY Services) in a reasonably comparable manner to First Nations children living on reserve.
- Further, if federal services are unfunded or underfunded, this could also mean Manitoba may be under increased pressure to increase service provision and backfill funding to ensure services on reserve are equitable. Finally, as funding to First Nations child and family services agencies in Manitoba are provided by, and coordinated between, the GOC and the Province, changes in GOC funding in response to the Tribunal's decision will likely also affect Manitoba's funding. As a result, the ruling has the potential to result in significant cost increases for Manitoba, despite any funding increases that may be made by the GOC for the FNCFS program.

**Options:**

23(1)(a), 23(1)(f)

**Contacts:** Diane M. Kelly, ADM, Child and Family Services, 204-945-4575 (CFS)  
Jennifer Rattray, ADM, Community Engagement and Corporate Services, 204-945-6374  
(CDS, MELCC, FVPP) and  
Michelle Dubik, ADM, Community Service Delivery, 204-945-2204 (CLDS)

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# Manitoba Family Services

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## **DIVISIONAL OVERVIEW - ADMINISTRATION AND FINANCE**

The Administration and Finance Division (A&F) consists of five branches. Minister's Salary and Executive Support report independently to the Minister of Family Services. Assistant Deputy Minister (ADM), Angie Bruce, is responsible for the other three branches: Agency Accountability and Community Initiatives (AACI); Financial and Administrative Services; and, the Project Management and Information Technology Branch. Divisional Comptrollers reporting the ADM include the Child and Family Services (CFS) Comptroller, as well as the Community Service Delivery (CSD)/Community Engagement and Corporate Services (CECS) Comptroller. The Comptrollers are responsible for the oversight of the planning, operation and management of financial resources services for their respective divisional programs and operations.

The Division provides a broad range of financial services, information systems service management, project management support, strategic planning, and management control and accountability in the efficient and effective use of the Department's resources both internally and externally to programs and funded agencies.

The Division has a total of 53.00 FTEs and an overall budget of \$5,785,000 for 2015/16 (excluding: Minister's Salary and Executive Support, which include another 11.00 FTEs & \$820,000). The Division is the lead in supporting the Departmental Comptrollership Plan and Lean activities.

In addition, A&F provides: centralized management of the Department's funding agreements; monitors and reviews the financial status of funded agencies; and, leads both the Province's Non-Profit Organization (NPO) "Reducing Red Tape" Strategy and the Province's Poverty Reduction Strategy.

### **AGENCY ACCOUNTABILITY AND COMMUNITY INITIATIVES BRANCH**

**Lissa Donner, Executive Director**

**24.00 FTEs**

The objectives of the Agency Accountability and Community Initiatives Branch (AACI) are to:

- ensure Department-funded agencies operate under a clear and effective accountability framework, including regular and appropriate financial reporting;
- support agencies in their effort to deliver programming and services, including the predictable, multi-year funding associated with Manitoba's Non-Profit (Reducing Red Tape) Strategy; and,
- manage the implementation of All Aboard: Manitoba's Poverty Reduction and Social Inclusion Strategy.

The Agency Accountability and Community Initiatives Branch has two units – the Agency Accountability and Support Unit and the Integrated Community Initiatives Unit.

#### Agency Accountability and Support Unit

The Agency Accountability and Support Unit (AASU) strengthens the capacity of the Department to effectively monitor departmentally funded agencies' financial performance, and ensures that agencies are operating under a clear and effective accountability framework.

The AASU provides leadership and management in the development and coordination of departmental contracts with other organizations, including Service Purchase Agreements, fixed rate and transportation contracts.

The AASU supports agency and board development by providing advice and assistance on agencies' operations and financial management, and brings a systematic approach to the planning, implementation and response to internal and external audits of departmental programs and funded agencies.

AASU staff accomplish these objectives by:

- leading negotiations and coordinating the management of Service Purchase Agreements (SPA) and other funding contracts;
- monitoring agencies' compliance with the Department's Financial Reporting Requirements (FRRs) and taking action to address non-compliance;
- analyzing the financial performance of agencies and investigating areas of concern;
- conducting financial reviews and special investigations of service providers, or contracting with external experts to provide these services, focusing on identified areas of risk to the Department, either as independent reviews, or as part of larger quality assurance reviews undertaken by the Department;
- responding to allegations of financial mismanagement in external service providers and providing the support necessary to address the concerns;
- working with staff of the Department and agencies' staff and Boards to increase their financial management skills and therefore increase compliance with the Department's funding agreements and FRRs;
- working with Departmental colleagues to address and mitigate financial and management risks in funded agencies;
- coordinating the Department's responses to external audits (including the Auditor General and Manitoba Finance's Internal Audit and Consulting Services) and ensuring the implementation of their recommendations;
- coordinating the development of the Department's annual audit plan through the Departmental Audit Committee; and,
- providing Board Governance training to external not-for-profit agencies.

#### Integrated Community Initiatives Unit

The Integrated Community Initiatives Unit of Family Services provides leadership, coordination and support for various community-based interdepartmental and departmental initiatives, including responsibility for implementing *The Poverty Reduction Strategy Act*, administering the Non Profit Organization (Reducing Red Tape) Initiative.



ICI staff accomplish these objectives by:

- managing the implementation of the Provincial Non-Profit (Reducing Red Tape) Strategy, including the roll-out of an expanded Phase Two beginning in 2015/16;
- managing the implementation of *The Poverty Reduction Strategy Act*, including consultation, performance reporting, and poverty-related budget requirements;
- supporting advisory bodies, including the All Aboard Committee, All Aboard Deputy Ministers' Committee, All Aboard Interdepartmental Working Group;
- administering the Community Assistance Program, which provides grant support to offset the administrative and fundraising costs of Manitoba's philanthropic sector; and,
- providing current expert advice to the Deputy and the Minister on these matters.

### **FINANCIAL AND ADMINISTRATIVE SERVICES**

**Wayne Pestun, Director**

19.00FTEs

The Financial and Administrative Services branch is responsible for financial control, accountability, reporting, safeguarding and protection of financial and physical assets of the Department. The branch maintains active comptrollership through:

- development, and communication, administration, review and compliance audit of financial and administrative policies, support services, and reporting systems;
- providing central financial management services in accordance with governing legislation and established financial administration policies and procedures;
- proactively addressing emerging issues and modifying policies and practices to accommodate these changes;
- provide comprehensive and timely financial reports relative to departmental operations;
- maintaining current business interruption plans and reviewing annually,
- maintaining current Comptrollership Plan, incorporating external audit recommendations as appropriate to strengthen accountability and implementing corresponding policy and procedural changes; and,
- providing a broad range of operational and administrative support services across the Department.

### **CHILD AND FAMILY SERVICES (CFS) COMPTROLLER**

**Tina Choy-Pohl, Comptroller**

The CFS Comptroller is responsible for the oversight of the planning, operation and management of financial resources services for divisional programs and operations. Responsibilities include:

- leading the development and implementation of the Comptrollership Framework throughout the divisions;

- leading the divisions in defining and implementing effective revenue and expenditure controls;
- coordinating financial planning and budget cycle activities for the organization; and,
- guiding the organization to produce accountable and transparent financial management and operational reports to support informed and effective decision-making and control.

Note: 7.00 FTEs report to the Comptroller. These staffing resources are currently reflected within the 2015/16 appropriation structure of the CFS Division.

**COMMUNITY SERVICE DELIVERY (CSD)/COMMUNITY ENGAGEMENT AND CORPORATE SERVICES (CECS) COMPTROLLER**  
**Kris Piche, Comptroller**

The CSD/CECS Comptroller is responsible for the oversight of the planning, operation and management of financial resources services for divisional programs and operations. Responsibilities include:

- leading the development and implementation of the Comptrollership Framework throughout the divisions;
- leading the divisions in defining and implementing effective revenue and expenditure controls;
- coordinating financial planning and budget cycle activities for the organization; and
- guiding the organization to produce accountable and transparent financial management and operational reports to support informed and effective decision-making and control.

Note: 6.05.00 FTEs report directly or functionally to the Comptroller. These staffing resources are currently reflected within the 2015/16 appropriation structure of the CSD/CECS Divisions.

**PROJECT MANAGEMENT AND IT OFFICE**  
**Sherry Zajac, Executive Director**  
10.00 FTEs

This branch provides project management, business analysis and Information and Communication Technology (ICT) services to the Department of Family Services in order to meet its priorities and goals.

Date: April 19, 2016

## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** General Financial Health of Department

**ISSUE:**

- The Department's most current cash flow reflects an over-expenditure of \$41.6 million for fiscal 2015/16 or 3.6% of the department's overall \$1.2 billion budget.
- The Department's 2015/16 budget includes an allocation of \$3.3 million for internal service adjustments.
- The Department has been faced with ongoing fiscal over-expenditures on an average of 2.2% of total authority over the last four years.

### CRITICAL BACKGROUND

- In fiscal year 2015/16, Departmental ongoing key funding pressures are as follows:
- **Community Living disABILITY Services (CLdS) - \$14.5 million**  
The CLdS budget has increased by over 400% since 2000/01 and now serves approximately 5,900 participants. The average cost of serving clients as well as the volume of new intakes into the program is driving the budget increases. In terms of new intakes, the Department has developed very strict criteria for new clients that limit services to those in critical need. The intake of new clients as they age out of the Child Welfare Program is one of the primary volume drivers in CLdS. In addition, there is a commitment based on a human rights complaint to transition clients from the Manitoba Development Centre (MDC) into the community where the average cost of service is higher. St. Amant established a goal to transition 75 CLdS clients from the River Road facility into a community setting by 2018/19, resulting in increased cost pressures to serve these clients.
- **Child Protection – Authorities and Maintenance of Children - \$29.7 million**  
Child welfare caseloads have been increasing and this trend is expected to continue. There are also higher proportions of children with complex needs such as FASD. Responding promptly to the needs of children who are at risk due to abuse or neglect is not discretionary; it is required by law. We are working with our First Nations, Métis and other partners to implement Family Enhancement, which will provide better support services to families to prevent apprehensions.
- **The Department has offset the major program over-expenditures with staff turnover, reducing operating costs, and other program savings - \$(2.6) million**

Contact: Angie Bruce, Assistant Deputy Minister, Administration and Finance Division

Date: April 19, 2016

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**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Departmental Comptrollership Plan

**ISSUE:** Departmental Comptrollership Plan Update

**CRITICAL BACKGROUND**

- Since 1999, the Office of the Provincial Comptroller requires all government departments to prepare and submit a departmental comptrollership plan. Family Services Comptrollership Plan is an evolving, department-specific document which provides central government and department managers with a documented summary of the financial and non-financial controls, policies, procedures and practices in place to guide the stewardship and overall management of the human, financial, knowledge, technology, and capital resources which have been entrusted to it. It also serves as a valuable guide for departmental managers examining current control systems and, employing a comptrollership perspective, collaboratively collecting relevant information, comprehensively reviewing, monitoring, and providing advice and decision-making inputs to strengthen department risk management and control systems.
- The comptrollership plan builds on plans of previous years, and incorporates new measurable standards, policies, procedures and guidelines that have been developed to ensure that the department's resources are managed in accordance with Manitoba comptrollership policies as outlined in the Manitoba Finance document, A Framework for Effective Comptrollership in the Government of Manitoba. The plan also incorporates suggested improvements provided by Office of the Provincial Comptroller following their review of the department's plan.
- Financial and Administrative Services have begun updating the 2015 plan to reflect recent commentary as provided by the Provincial Comptroller's Office. The anticipated completion date is late summer 2016.
- The plan encompasses the following 16 components:
  - Risk Management
  - Management Representation Letter
  - Payroll Comptrollership
  - Organization and Delegation
  - Financial Transaction Processing
  - Fiscal Year-end, Financial and Other Reports
  - Training and Education

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- Advice
- Fraud Policy/Awareness
- Performance Measures
- Grant Accountability Framework
- Legislative Compliance
- Departmental Audit Committee
- Values and Ethics
- Knowledge Management Principles
- Organization Chart

**Contact:** Angie Bruce  
Assistant Deputy Minister  
Administration and Finance

**Date:** April 19, 2016



## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** ALL Aboard Poverty Reduction and Social Inclusion Strategy

**ISSUE:**

- Family Services (Agency Accountability and Community Initiatives Branch, Administration and Finance Division) leads the ALL Aboard Strategy for the Province. Work is managed within the resources of the Community Initiatives Unit (5.0 FTEs, plus Executive Director of AACI Branch).

**CRITICAL BACKGROUND**

- *The Poverty Reduction Strategy Act (PRSA)* established a multi-year ALL Aboard Poverty Reduction and Social Inclusion Strategy, and instituted annual budgetary procedures (including a budget statement on poverty reduction and social inclusion) to address poverty in Manitoba.
- The ALL Aboard Committee, whose members are stakeholder Ministers and four community representatives, is established under the PRSA. Members are appointed by Order-in-Council.
- The PRSA requires that the Province:
  - publish a Poverty Reduction Strategy and review and update it every five years. The Strategy must recognize that certain groups are at higher risk of poverty and social exclusion, and be co-ordinated across the government;
  - link the Strategy to the Provincial Budget by: (a) taking the Strategy into account when preparing the Provincial Budget (annually); and (b) tabling an annual Poverty Reduction and Social Inclusion statement in the Legislature at the same time as the Provincial Budget;
  - establish poverty reduction and social inclusion indicators in regulation;
  - monitor progress and publicly report by publishing the ALL Aboard Annual Report, by September 30<sup>th</sup> each year.
- Should the incoming government wish to change any of these requirements, the PRSA would require amendment or repeal by the Legislature.
- Progress to Date: For the period 2008 to 2014, there has been progress or stability on 16 out of 21 indicators. Using Statistics Canada's Market Basket Measure (MBM) of low income, an estimated 140,000 Manitobans (or 11.6% of the population) lived in poverty in 2013. On average low-income Manitobans lived 32.6% below their respective low-income threshold.

Contact: Lissa Donner (204) 945-3312

Date: April 18, 2016

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Non-Profit Organizations (NPO) Reducing Red Tape Strategy

**ISSUE:**

- Family Services (Agency Accountability and Community Initiatives Branch, Administration and Finance Division) leads the NPO Strategy for the Province. The NPO Strategy has 1.0 dedicated FTE. Additional work is managed within the resources of the Community Initiatives Unit (5.0 FTEs, plus Executive Director of AACI Branch).

**CRITICAL BACKGROUND**

- In 2011, the Province established the NPO Strategy to provide stable funding to, and reduce the administrative burden on, Provincially-funded NPOs. The NPO Strategy provides selected organizations with multi-departmental, multi-year agreements, allowing them to focus on service delivery.
- Following an open application process, with published selection criteria, the NPO Strategy was expanded in first in 2015 and again in 2016.
- An external evaluation of the NPO Strategy found that participating agencies increased their ability to plan for the longer term and to attract and retain staff, leading to better front line services. Multi-departmental agreements streamline reporting requirements, create more effective and accountable relationships, and direct more resources away from administration and towards delivering front line services for participating NPOs.
- In 2015, Cabinet approved the continued participation of all original ("Phase One") organizations, and directed departments to proceed with new multi-year agreements with these organizations.
- All multi-year agreements provide that funding is dependent upon appropriation of funds by the Legislature, and include provisions for amendment and termination (with and without cause).
- Acting on a recommendation from the Hughes Inquiry to strengthen the core administrative capacity of Indigenous-led community-based organizations providing services to families, the five Indigenous-led organizations included in Phase One of the NPO Strategy each received additional core funding of \$100,000, beginning in 2015/16.
- January 2016, Cabinet approved the expansion of the NPO Strategy to include 61 more organizations, bringing the total number of participating organizations to 173. Most of these new agreements are still under development.
- Staff are working with participating NPOs to promote sharing of administrative and financial services, to promote additional efficiencies. An independent evaluation of the effectiveness of the NPO Strategy is planned for 2017.

Contact: Lissa Donner (204) 945-3312

Date: April 18, 2016

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**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT: EXTERNAL AUDITS AND FINANCIAL REVIEWS**

**ISSUE:**

- The Department monitors the use of public funds and reviews the financial health of funded agencies using both internal resources (Agency Accountability and Support Unit [AASU], Agency Accountability and Community Initiatives Branch, Administration and Finance Division) and external contracted experts.

**CRITICAL BACKGROUND:**

- The Department funds approximately 200 organizations (excluding child care centres) to provide services to vulnerable Manitobans. In 2015/16, grant and per diem funding totalled approximately \$832.3 million as follows:

<b>2015/16 Grants and Per Diem Payments</b>	<b>\$000</b>
Child and Family Services	\$440,000
Children's Disability Services	\$29,606
Community Assistance Grants	\$4,776
Community Living Disability Services	\$344,965
Family Violence Prevention Program	\$12,932
<b>TOTAL</b>	<b>\$832,279</b>

- The Department's funding agreements include standardized Financial Reporting Requirements, and permit the Department to audit the records of funded agencies. The Department also collaborates with the Office of the Ombudsman regarding complaints under *The Public Interest Disclosure (Whistleblower) Act*.
- Regular monitoring by AASU staff of agencies' financial reports focus on compliance and identification of financial concerns (e.g. surplus/deficit positions).
- In addition, AASU staff undertake both targeted and comprehensive financial reviews of funded agencies. Due to resource constraints, recent reviews have focused on agencies where concerns have been identified. Five formal reviews were completed in 2015/16. Two external reviews and four internal reviews are currently underway. Thematic issues identified in recent reviews include: lack of appropriate Board governance; conflicts of interest; and limited financial skills in small to medium-sized agencies. Hiring is currently underway to fill vacancies.

**Contact:** Angie Bruce, ADM, Administration and Finance

**Date:** April 19, 2016

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**BRIEFING MATERIALS**  
**MANITOBA FAMILY SERVICES**

**SUBJECT: SOCIAL IMPACT BONDS**

**ISSUE:**

- **THE POTENTIAL EFFECT OF SOCIAL IMPACT BONDS FOR MANITOBA FAMILY SERVICES**

**CRITICAL BACKGROUND**

- Manitoba currently has no SIBs in place. Saskatchewan has one SIB in place and Ontario has committed to four pilots.
- Under an SIB, the Province would enter into a contract with a for-profit private sector partner (generally referred to as the *Intermediary*) to achieve some social outcome, such as helping disadvantaged children do better in school, integrating the long term unemployed into the paid labour force, reducing criminal recidivism, or keeping at-risk children out of care through family supports.
- Under an SIB, the Intermediary has a greater scope of responsibility than in conventional government contracts for the delivery of social services. In an SIB, the Intermediary is responsible for raising private financing to deliver the social program, discretion over what program interventions are undertaken, and has ultimate and direct responsibility for hiring, paying and managing service delivery. In an SIB, there is no contract between the Government and the service provider.
- Under a SIB, Intermediaries (and investors) are only paid if pre-specified targeted outcomes are met. In this respect SIBs resemble an equity investment more than a traditional bond. If the program is not successful in meeting its outcomes, then there will be no cost to government.
- For Family Services, SIBs would fundamentally change the nature of the relationship between the department and community-based service providers. Under SIBs, those organizations would be accountable to the intermediary for meeting outcomes, rather than being accountable to the Department for the use of public funds. Services delivered by way of SIBs would still be required to comply with all Provincial standards for the care of vulnerable adults and children (e.g. licensing requirements), as these apply to all service providers.
- The following table provides an overview of SIBs compared with more traditional service delivery models.



Delivery Models for Publically-Funded Social Service Delivery							
Delivery Model	Private Sector Service Delivery ?	Intermediary?	Private Financing?	Source of Financing	Payment to service providers based on outcomes?	Payment to Private Investors based on outcomes?	Premised on Future Savings to Govt.
Public Delivery	No	No	No	Govt. operating budget	N.A.	N.A.	No
Conventional Govt. contracting	Yes	No	No	Govt. operating budget	No	N.A.	No
Pay by Results	Yes	No	No	Govt. operating budget	Yes	N.A.	No
Social Impact Bond	Yes	Yes	Yes	Private venture capital investment	No	Yes	Yes

- In response to an earlier request, the Provincial Comptroller has provided the following advice on SIBs:
  - When the Province enters into an SIB, the contract should be treated as a contingent liability, requiring only note disclosure in the financial statements.
  - However, if the social organization achieves, or is likely to achieve, the desired social outcome criteria, the Province would be required to accrue a liability for the payment of the SIB provided the amount can be reasonably estimated. If the achievement of the specified outcomes is not determinable at the financial statement date then the Province would only be required to note disclose the existence of the contingent liability.
  - Amounts accrued or distributed under an SIB should be accounted as a government transfer or grant. Under Canadian public sector accounting standards when the recipient has met all the eligibility criteria for a grant, the transferring government is required to recognize an expense. When the social agency has met the specified social outcomes, it has in substance met the eligibility criteria of the transferring government. The transferring government has lost its discretion and is required to recognize a liability and expense. Payments made in advance of the social agency meeting the eligibility performance criteria have to be expensed when paid.

Contact: Angie Bruce, ADM, Administration and Finance

Date: April 18, 2016

This document is a Cabinet confidence as defined in subsection 19(1) of *The Freedom of Information and Protection of Privacy Act*.



**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** LEAN strategy

**ISSUE:** The implementation of a LEAN strategy within the Department of Family Services.

**CRITICAL BACKGROUND**

- In Budget 2013, the Manitoba government announced its commitment to implementing Lean management.
- A Lean Consortium formed of representatives across all departments was created in the Fall 2015 to assist with the implementation of Lean. Sherry Zajac, Executive Director of the Project Management and IT Office (PM-ITO) was identified as the Lead for Lean Management within MFS.
- The Lean Consortium is an excellent opportunity for departments to share implementation of lean strategies/initiatives.
- The Clerk of the Executive Office has recently requested departments to develop and submit a LEAN strategic plan. Departments will also be asked to report on the implementation of the LEAN activities identified in their plans.
- On April 13 & 14, 2016, the Department of Family Services held a two-day LEAN for Leaders training and strategic planning workshop. Senior management from each division participated in this training and planning event.
- Next steps are for the Executive Management Committee (EMC) to discuss the membership of the LEAN workgroup for the Department (i.e. LEAN champion and a lead per division).

Contact: Angie Bruce, Assistant Deputy Minister, Administration and Finance Division

Date: April 15<sup>th</sup>, 2016

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Project Management and Information Technology Governance

**ISSUE:** MFS has established a governance process to prioritize all IT and non-IT corporate projects within the Department.

**CRITICAL BACKGROUND:**

- Beginning in the 2015/16 fiscal year, the mandate of the PM-ITO was expanded to become the centre of excellence for managing IT and non IT corporate projects.
- With the increasing number of projects and demand for professional project management services, it was necessary to establish a governance process to prioritize projects and IT enhancements that support the Department's strategic goals and objectives.
- The Project Portfolio Report as of April 1st, 2016 includes 58 projects that range in complexity and size.
- The PM-ITO, responsible for providing professional project management and IT supports and services, plays a critical role in supporting all divisions to fulfill the Department's strategic goals and objectives.
- The project management and IT governance provides a structured approach on how projects are prioritized and how limited PM-ITO resources are assigned.
- Professional project management delivery results in a consistent approach to overseeing and controlling project work that is:
  - In alignment with the Department's Strategic Plan;
  - Prioritization of project work;
  - Compliance with internal policies;
  - Mitigation of risks;
  - Accountability, transparency and trust;
  - Enhance project service delivery outcomes;
  - Improve decision-making and the quality of these decisions;
  - Improve the ability to respond to a crisis/critical requests; and
  - Improve information sharing and morale within the Department.
- PM-ITO has 11 FTEs with a salary budget of \$817.0, operational budget of \$18.0 and IT budget of \$1,569.0.

Contact: Angie Bruce, Assistant Deputy Minister, Administration and Finance Division

Date: April 19, 2016

This document is a Cabinet confidence as defined in subsection 19(1) of  
*The Freedom of Information and Protection of Privacy Act.*

## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Centralizing IT applications and related business support/help desk services

**ISSUE:** Critical business applications such as Child and Family Services Information System (CFSIS) are now being supported by the Project Management and Information Technology (PM-ITO) in the Administration and Finance Division.

### CRITICAL BACKGROUND:

- MFS has been looking for opportunities to improve departmental services, programs and processes and modernize the way it does business.
- MFS has focused on service improvement and identified the benefits of managing its business IT applications and business support activities, including help desk support through its PM-ITO.
- The business IT applications and related helpdesk services will be managed by the PM-ITO and will support improvement and modernization goals and will help strengthen the Department's ability to provide high quality service to key program areas as follows.
  - Providing a single point of contact for governance of IT within the Department;
  - Providing an enterprise view of all applications supported;
  - Standardizing intake of all IT requests, incident recording, and classification of data;
  - Creating pre-developed prioritization and escalation criteria;
  - Unifying management of all application changes and release processes including ensuring changes in one application can be applied to other applications if necessary; and
  - Providing proactive monitoring of applications.
- The review and transition of the remaining business IT applications (e.g. integrated Financial and Client Tracking - inFACT) to the PM-ITO will continue during 2016/17.
- Currently the CFSA support team consists of 5 FTEs. The salaries and operating for these positions are currently funded under CFS division.

Contact: Angie Bruce, Assistant Deputy Minister, Administration and Finance Division

Date: April 19, 2016

## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Strategic Framework for Accountability and Equitable Resourcing (SFAER) project

**ISSUE:** The goal of the SFAER project is to gain insight into how and where resources are spent within MFS and help determine the best approach for improving and modernizing programs, services and operations.

### CRITICAL BACKGROUND

- Comptrollership is a critical function for each department. A detailed accountability framework, intended to compliment the department's comptrollership plan, is key in the effective and efficient use of public spending while achieving desired outcomes.
- A strategic priority for MFS during 2015/16 was to gain insight into how, where and why the department spends its financial resources in the support of program delivery.
- In support of the strategic priority and comptrollership framework, MFS launched the SFAER project in September 2015. The project is designed to help determine effective and efficient use of public funds.
- The SFAER project is intended to transform the operations of the department and to support key executive decision making to support the delivery of services to Manitobans.
- With respect to grants, the comptrollership framework specifies that funding models should be equitable, rational and transparent. Given the enormous volume of grants provided by MFS to external agencies, it is critical that these elements of comptrollership are addressed in detail to promote the ethical stewardship of public resources.
- Phase 1 of this project involved gathering financial information about all external agencies and service providers, and determining funding categories that support service outcomes. There were 6 resources who worked on phase 1 with a representative from each division of MFS. Next step is to address the findings from phase 1. It is intended for this project to conclude in current fiscal year.

Contact: Angie Bruce, Assistant Deputy Minister, Administration and Finance Division

Date: April 19, 2016



**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Cúram for Child Welfare project

**ISSUE:** Replacing the current child welfare information management system with an advanced case and financial management application

**CRITICAL BACKGROUND**

- The current child welfare information system was created in 1993 (Child & Family Services Information System - CFSIS) with an addition in 2004 (Intake Module).
- The government has publicly announced on numerous occasions that the existing CFSIS system would be replaced with a modern, advanced case management system in two Speeches from the Throne (November, 2008; November, 2012); media releases (January, 2012; August, 2015) and in the Legislative Assembly (April, 2014).
- In addition, several external inquiries have emphasized the need for consistent use of a system, most recently in The Legacy of Phoenix Sinclair (Hughes Report) which recommended that the current system be replaced "without delay" (recs 21 to 24).
- The project team consists of representatives from the four Child and Family Service Authorities, Family Services and Business Transformation and Technology (Finance). The project governance board also consists of representation from all CFS Authorities.
- The project has completed two initial stages: the assessment of appropriate candidate software systems (2008) which identified the most appropriate system for Manitoba, and an evaluation of scope (2014/15) which assessed the time and cost of adapting the Cúram software as well as internal business practices to implement the product.
- Professional services firms were contracted to lead and assist both stages of the project through a competitive tendering process. RedMane was the successful proponent and lead the project team for the scoping stage. 23 (1)(f)

- Capital expenditure on the scoping phase of the Cúram project as of April 1, 2016 is \$1,235.0.

Contact: Angie Bruce, Assistant Deputy Minister, Administration and Finance Division  
Date: April 20<sup>th</sup>, 2016



## CHILD AND FAMILY SERVICES DIVISION OVERVIEW

The Child and Family Services Division, under the direction of **Assistant Deputy Minister Diane Kelly**, is responsible for two branches: Child Protection, and Strategic Initiatives and Program Support.

Effective June 18, 2012, through a Manitoba Order In Council, the Assistant Deputy Minister, Child and Family Services, was appointed to the position of Director of Child and Family Services for the purposes of *The Child and Family Services Act*. The Director of Child and Family Services has legislatively defined powers and responsibilities as set out in various acts and regulations, including *The Child and Family Services Act*, *The Child and Family Services Authorities Act*, *The Adoptions Act* and the regulations under each of these acts.

The Division administers, oversees and/or enforces the statutory provisions of child and family services and adoption legislation. In accordance with the governance structure established under the Aboriginal Justice Inquiry-Child Welfare Initiative, some duties and powers under *The Child and Family Services Act* were transferred to the province's four CFS Authorities, some are shared between Authorities and the Division, and some remained the responsibility of the CFS Division under the authority of the provincial Director. The provincial Director participates in system planning and development in collaboration with the four Authorities and participates in national planning, coordination and information sharing through a national directors committee.

Along with the Chief Executive Officer of each Child and Family Services Authority, the Director of Child and Family Services participates as a legislated member of Standing Committee, which serves as an advisory body to the Authorities and the government, and is responsible for facilitating cooperation and coordination in the provision of services under *The Child and Family Services Authorities Act*.

The Division has a total of 130.5 FTEs and an overall budget of \$462,384.0 for 2015/16. The amount includes the General CFS Authority staff (20.5).

Key responsibilities of the Division include:

### Adoption/Post-Adoption Services

- Manages and coordinates adoption registries
- Acts as central authority for international adoptions in accordance with the Hague Convention
- Licenses private adoption agencies
- Provides service support to adoption and CFS agencies in Manitoba
- Manages the post-adoption registry including birth parent and adoptee access to birth records and search and reunion services to eligible individuals

**Agency Supports**

- Program administration of grants, contracts and funding to CFS agencies, Authorities and External agencies
- Consults and communicates with the four Authorities on policy and program issues, monitors program issues, and assists the Authorities to further develop their agency relations functions and training

**Financial and Administrative Services**

- Administering provincial child maintenance billing system
- Provides comptrollership and financial support for program areas within the Division
- Coordinates and manages divisional contribution to estimates and support for legislative sessions
- Financial administration of grants, contracts and funding to CFS agencies, Authorities and External agencies
- Develops funding manuals

**Issues Management**

- Responds to inquiries and complaints from clients of child and family service agencies and the public
- Maintains statistical information on inquiries
- Coordinates responses to requests for access to information FIPPA/PHIA
- Monitors child death reviews and follow up

**Provincial Child Abuse Investigations and Registries**

- Manages and coordinates provincial child abuse investigations and criminal risk assessments for child and family services agencies
- Manages the provincial child abuse and adult abuse registries

**Provincial Residential Child Care Facility Services**

- Responsible for licensing, monitoring, funding and resource development of child care facilities (other than foster homes) for children/youth in care, including: legislation, regulation, standards, best practices, policy development, funding

**Provincial Sexual Exploitation Prevention Strategy**

- Coordinates the implementation of the strategy, including Tracia's Trust activities, related education, training and support to services for sexually exploited youth (ex: StreetReach)

**Provincial Training Services**

- Manages the provincial competency based training centre including coordination of training modules to CFS and Authority staff, foster parents and child and youth care workers

**Policy**

- Supports the ongoing work of the Director of Child and Family Services on the P/T Directors of Child Welfare Committee
- Coordinates information for the annual estimates, annual report processes and the legislative sessions for the Division
- Provides support to legislative and regulatory reviews, participation in development of program standards for CFS agencies

**Quality Assurance**

- Leads reviews of the CFS Authorities, external agencies and Section 4 reviews called under The CFS Act

**Research & Strategic Planning**

- Coordination of responses to external reviews and audits including Office of the Auditor general, Office of the Children's Advocate, Manitoba Ombudsman, Aboriginal Justice Inquiry-Child Welfare Initiative, and the Hughes Report including All My Relations (AMR) Options to implement/prioritize the Hughes recommendations
- Provides research; analysis; divisional, departmental and/or governmental strategic planning; program and policy support for Family Conciliation Services, coordination of long-term strategies and intersectoral activities, and management of new initiatives

**Resource Development & Coordination**

- Manages and coordinates support for placement resources including proposal review and resource development (e.g. redevelopment of Emergency Placement Resource system, standardization of foster care rates, pilot projects and other special projects (Collaborative Authority Resource Team)
- Central coordination of referrals, admissions and discharges to treatment resources for children/youth in care, administration of the Exceptional Circumstances Fund
- Distributes provincial foster care resources and administers provincial foster care programs (e.g. intentional damage and legal aid programs for foster parents)
- Coordinates adjudication hearings under the Foster Parent Appeals Regulation

REVISED APRIL 19, 2016

CHILD AND FAMILY SERVICES DIVISION

23(1)(d)

## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** The Child and Family Services (CFS) Leadership Council

**ISSUE:**

- The CFS Leadership Council (LC) is a legislated body that is formed in the spirit of partnership among the Government of Manitoba and Aboriginal Leadership, whereby First Nations and Métis leadership and the Province of Manitoba discuss issues that affect the CFS system.

**CRITICAL BACKGROUND:**

- Per section 29(2) of the CFS Act, the role of the Council is to provide a forum to discuss issues related to child and family services.
- Under part 5, section 58 of the CFS Authorities Act Regulation, Leadership Council consists of the following six members:
  1. the Minister of Family Services and Consumer Affairs (now Family Services);
  2. the Minister of Aboriginal and Northern Affairs;
  3. the Grand Chief of the Southern Chiefs' Organization (SCO) (Grand Chief Nelson);
  4. the Grand Chief of Manitoba Keewatinowi Okimakanak (MKO) (Grand Chief North-Wilson);
  5. the President of the Manitoba Métis Federation (MMF) (Mr. Chartrand);
  6. a Métis woman designated by Manitoba Métis Federation Inc. (Ms. Schibler, CEO of the Métis CFS Authority).
- In addition, s. 58.1 of the Regulation names the Grand Chief of the Assembly of Manitoba Chiefs (AMC) Secretariat (Grand Chief Nepinak) as an ex officio member.
- The legislation intentionally established the role of LC as one of communication <sup>19(1)(a)</sup>  
The Act assigns no responsibilities, obligations or authorities to Council nor does it have a managerial or operational role in the system of child welfare.
- Over the years, some Indigenous members have advanced the position that the LC should set aside its defined statutory role and become an executive-level child and family services management committee, directing such matters as budget allocations, rate setting and legislative priorities.

**Contact:** Diane M. Kelly, ADM Child and Family Services Division, 945-4575

**Date:** April 19, 2016



**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Manitoba's Sexual Exploitation Strategy

**ISSUE:**

- Phase 3 of the Provincial Strategy has not yet been fully funded.
- Manitoba's Provincial Strategy is the largest Provincial Strategy in Canada and is seen as the lead in the Nation on the issue. Manitoba is often consulted by other Provincial government departments, the Canadian Federal government, as well as the United States State Department.
- Currently the Provincial Strategy contributes over \$10,000,000.0 annually to programs and initiatives to combat sexual exploitation and sex trafficking in the province of Manitoba.

**CRITICAL BACKGROUND**

- The Manitoba Child Sexual Exploitation Strategy was launched in 2002 as a mandate of Healthy Child Committee of Cabinet. At that time, there was a multi-jurisdictional team (MIT) in place to provide guidance to the strategy. In 2002, Phase II of the strategy was named Tracia's Trust (TT) and expanded with a new mandate.
- Phase II of TT was expanded to provide services to vulnerable Manitobans of all ages and now deals with the five most common forms of sexual exploitation: prostitution, pornography, internet luring, sex tourism and sex trafficking.
- MIT was broadened to include input from additional stakeholders and the new Provincial Task Force was developed to provide ongoing consultation with respect to implementation of the Provincial Strategy.
- Task Force members include Manitoba Justice, Manitoba Health, Manitoba Status of Women, New Directions for Children, Youth, Adults and Families, Winnipeg Police Service, Sexually Exploited Youth Community Coalition, Royal Canadian Mounted Police, Assembly of Manitoba Chiefs, and others. The Task Force is chaired by Family Services.

19(1)(e)

**Contact:** Diane M. Kelly, ADM, Child and Family Services Division, 945-4575  
Date: April 19, 2016

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*The Freedom of Information and Protection of Privacy Act.*

## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** StreetReach - Manitoba's Sexual Exploitation Strategy

**ISSUE:**

- Over the last year StreetReach (STR) has seen a 400 per cent increase in referrals. STR will soon add nine new full-time equivalent employees to meet the increase in demand for service all across the province.
- STR continues to receive national recognition from law enforcement and child welfare services and other federal and provincial governmental departments regarding the innovative response to exploited/trafficked children and youth.
- STR identifies children at highest risk of exploitation (High Risk Victims); children are then located and returned to places of safety. STR also seeks and locates other children that have been reported missing as they may also be in need of protection, as defined under *The Child and Family Services Act (CFS Act)*.

**CRITICAL BACKGROUND:**

- STR has been involved in the investigation and arrests of several offenders who have been in violation of Section 52 of the CFS Act and of Protection Orders granted under the *Child Exploitation and Human Trafficking Act*.
- Over the last year, STR has seen a 400 per cent increase in referrals to the program and cannot maintain the current demand for resources.
- The current staffing complement cannot continue to sustain existing operations nor address the increase in referrals and assessments. The STR manager capped the number of Assessment/Consideration (A/C) children to a maximum of 20 children until the new positions are in place to address the increase in referrals.
- In order to cap the numbers at 20, over 61 children have been moved to the Pending Assessment category (which receives no service).
- STR services are being requested all across the province. Brandon, Dauphin and Thompson have a high demand for the specialized service that STR provides. STR participates in many special projects with Royal Canadian Mounted Police or Winnipeg Police Service which have lead to arrests of offenders who are exploiting children.
- STR is often consulted on cases of either confirmed or suspected exploitation from law enforcement and child welfare agencies and Authorities.

**Contact:** Diane M. Kelly, ADM, Child and Family Services Division, 945-4575

**Date:** April 19, 2016

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**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** The Dakota Ojibway Child and Family Services Specialized Foster Homes Program (SFH program or Dourado)

**ISSUE:**

- The Child and Family Services (CFS) Division, Southern First Nations Network of Care (Southern Network) and Dakota Ojibway CFS (DOCFS) are currently collaborating on two simultaneous processes: an evaluation of and a Service Purchase Agreement with the Specialized Foster Home program (SFH).
- The purpose of the ongoing work is to strengthen oversight and accountability, particularly around service delivery and financial operations.

**CRITICAL BACKGROUND:**

- The SFH program was established in 2007 as a result of the placement resource needs identified through the Manitoba Family Services, CFS Division's Hotel Reduction Strategy.
- Since 2007, the SFH program has grown into a series of 13 foster homes (45 beds), all licensed through DOCFS. DOCFS is mandated by the Southern Network.
- On March 23, 2016, 41 youth were placed in SFH program beds. Twenty-two were from DOCFS and 35 of the 41 youth were from Southern Network mandated agencies. All Authorities have mandated agencies with children placed in the SFH program.
- There have been five provincial investigations since 2014: two are active and three are closed (these are in addition to the two incidents that were the impetus for DOCFS' request for the original review).

18(1)(b)

**Contact:** Diane M. Kelly, ADM, Child and Family Services Division, 945-4575

**Date:** April 19, 2016

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*The Freedom of Information and Protection of Privacy Act.*

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Policy and Process to Manage Vacant and Empty Bed Day Expenditures

**ISSUE:** The Child and Family Services Division is spending a significant amount of money towards placement resources where no children are placed and/or where no services are being provided.

**CRITICAL BACKGROUND:**

- Vacant beds are where no child or youth is placed in a bed, but the bed is being paid for. A bed may remain vacant for a number of reasons.
- Empty bed payments are made when a child or youth is placed in a foster home or facility bed but is absent from placement. Absences may be planned or unplanned.
- Some residential child care facilities (RCCFs) are authorized to bill the Province for vacant beds. RCCFs authorized to receive vacant bed payments are those that receive grant funding from the Province to operate. RCCFs that are per diem funded through placing agencies do not receive vacant bed payments.
- Between April 2015 and December 2015, the Division paid out \$1.6 million in vacant bed payments to RCCFs.

23(1)(a), 23(1)(f)

**Contact:** Diane M. Kelly, ADM, Child and Family Services Division, 945-4575

**Date:** April 19, 2016

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**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Amendments to the Manitoba Building Code and Manitoba Fire Code –  
Implications for Residential Care Facilities for Children

**ISSUE:**

23(1)(f)

**CRITICAL BACKGROUND:**

- The Office of the Fire Commissioner and the Department of Family Services have worked together to amend the Manitoba Building Code and Manitoba Fire Code.

23(1)(f)

- All facilities will now require two means of egress from each floor level. Previously, the one- to three-bed facilities did not require this. Although some exceptions will apply where there are specific window types and sizes, this may cause concern and significant impact to residential child care facility operators.

23(1)(f)

- Emergency lighting will be required in all facilities regardless of the number of residents.

23(1)(f)

**Contact:** Diane M. Kelly, ADM, Child and Family Services Division, 945-4575

**Date:** April 19, 2016



**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Child Maintenance Billing System – Child and Family Services Contracts

**ISSUE:**

- Child and Family Services Division (CFSD) processes child maintenance billings for child and family services agencies. Agencies incur expenditures for children in care and then agencies submit billings to CFSD for reimbursement of eligible expenditures. Agencies are required to provide adequate documentation prior to CFSD reimbursing the agency. This process is labour-intensive for both CFSD and agencies but still results in a significant amount of "pending items." The Child Maintenance Billing System is processing at capacity and as a result, sometimes errors are made when business rules are applied to the billings template.

**CRITICAL BACKGROUND:**

- CFSD does not have formal agreements with agencies to recover any overpayments, thus due diligence must be done before reimbursement.
- Large amounts of "pending" items are generated monthly due to inadequate or missing documentation. This can result in cash flow difficulties for agencies.

23(1)(c)

- CFSD and Administration and Finance are collaborating in finalizing a new streamlined process for child maintenance billings, with comments from agencies and Authorities in February and March 2016. The goal of the new process is to reimburse agencies within 30 days of receiving their child maintenance billings, with elimination of a "pendings" list. Instead, CFSD will reimburse agencies at nearly 100 per cent of their submitted billings template, less any obvious errors such as duplicate billings or ineligible children. CFSD will also be able to recover any overpayments or payments made in error from future billings.

23(1)(c)

**Contact:** Diane M. Kelly, ADM, Child and Family Services Division, 945-4575

**Date:** April 19, 2016

This document is a Cabinet confidence as defined in subsection 19(1) of  
*The Freedom of Information and Protection of Privacy Act.*

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Quality Assurance Reviews of Child and Family Services Authorities

**ISSUE:**

- There has been one review of a Child and Family Services Authority (the Northern Authority, 2015) completed since establishment of the four Authorities in 2002.
- It is the responsibility of the CFS Division's Quality Assurance (QA) unit to conduct the reviews; however, the unit is not adequately resourced to conduct regular reviews of Authorities in addition to regular reviews of 36 funded agencies and 154 licensed child care facilities.
- There are currently no Authority standards – review frameworks have been based on legislated minimum requirements.
  - This limitation was identified in 2010 (A Continuous Quality Improvement Framework for Manitoba's Child Welfare System).

**CRITICAL BACKGROUND:**

- The Northern Authority Quality Assurance Review was completed by an external contractor.
  - The cost of the review was \$114.0 and took nine months.
- In addition to reviewing the four Child and Family Services Authorities, the QA unit is responsible for completing Section 4 reviews (high priority, involving child safety concerns), reviewing 36 non-mandated community organizations delivering services through Service Purchase Agreements with Manitoba Family Services, CFS Division and 154 licensed residential child care facilities.
- The current staffing complement of the QA unit includes:
  - A manager,
  - Three QA Specialists, and
  - One vacant QA Specialist position.

**Contact:** Diane M. Kelly, ADM, Child and Family Services Division, 945-4575

**Date:** April 19, 2016

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Child and Family Services Division Section IV Reviews

**ISSUE:**

- A priority of the Department is to conduct regular Quality Assurance (QA) reviews of funded agencies; however, these ongoing reviews cannot be maintained when a Section IV review is called by the CFS Division due to lack of staffing.
- The current staffing complement of the QA Unit does not have the capacity to conduct both QA reviews and Section IV reviews simultaneously.
  - The current practice is to prioritize Section IV reviews and place ongoing QA reviews in abeyance.

**CRITICAL BACKGROUND:**

- Section IV reviews are called when the Minister or his/her delegate becomes aware of safety concerns regarding individuals receiving child and family services.
- The legislative basis for this type of review can be found under subsection 4(2) (c) of *The Child and Family Services Act*.
- In addition to Section IV reviews, the QA unit is responsible for completing reviews of the four child and family services Authorities, the 36 non-mandated community organizations delivering services through Service Purchase Agreements with Manitoba Family Services, CFS Division and 154 licensed residential child care facilities.
- The current staffing complement of the QA unit includes:
  - A manager,
  - Three QA Specialists, and
  - One vacant QA Specialist position.

**Contact:** Diane M. Kelly, ADM, Child and Family Services Division, 945-4575

**Date:** April 19, 2016

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Post-Adoption Registry – Backlog/Wait List for Searches

**ISSUE:**

- Clients of the Manitoba Post-Adoption Registry are currently waiting six years or more to have searches done for members of their birth families.
- There are over 1000 outstanding search requests and it is anticipated that the number of search requests and the wait time will continue to increase as Post-Adoption staff are dedicated to processing and releasing the large volume of birth documents that have been requested under the Open Records legislation.

**CRITICAL BACKGROUND:**

- Since 2008, the Manitoba Post-Adoption Registry has experienced ongoing staff shortages due to vacancies not being filled, as well as staff backfilling the Central Adoption Registrar's position during secondments and parental leaves.
- As a result, the length of time that clients have been waiting for their searches to begin has been increasing.
- On June 15, 2015, the Open Records legislation came into effect and the staffing resources in the Post-Adoption Registry have been focused on providing the birth documents to the 1000-plus applicants who have requested them.
- Search activity will not resume until the backlog of Open Records requests has been caught up.

**Contact:** Diane M. Kelly, ADM, Child and Family Services Division, 945-4575

**Date:** April 19, 2016

## COMMUNITY ENGAGEMENT AND CORPORATE SERVICES DIVISIONAL OVERVIEW

The Community Engagement and Corporate Services Division, under the direction of Assistant Deputy Minister Jennifer Rattray, is responsible for: Children's disAbility Program; Early Learning and Child Care; Family Violence Prevention Program; Strategic Initiatives and Program Support; Intergovernmental Relations and Information Services; Corporate Services and Administration; Legislation and Strategic Policy; the Fair Practices Office; the Social Services Appeal Board; and the Office of the Vulnerable Persons' Commissioner.

The Division has a total of 146.4 FTEs and an overall budget of \$217.5 million for 2015/16.

### THE SOCIAL SERVICES APPEAL BOARD

Heather Hamelin, Director

4.0 FTEs

The Social Services Appeal Board (SSAB) is the independent appeal body for the majority of programs and services of the Department of Family Services. The SSAB is established under *The Social Services Appeal Board Act* and consists of 15 Board members who are appointed by Order-in-Council for two-year terms.

The Acts which give the right of appeal for various programs and services are "designated Acts" and include the following:

- *The Adoption Act*
- *The Community Child Day Care Standards Act*
- *The Manitoba Assistance Act*
- *The Social Services Administration Act*
- *The Vulnerable Persons Living with a Mental Disability Act*

The SSAB receives approximately 600 Notices of Appeal annually and hears appeals through a fair and impartial quasi judicial hearing process. The Board also acts in an advisory capacity to the Minister.

### CHILDREN'S DISABILITY SERVICES

Tracy Moore, Executive Director

5.0 FTEs

Children's disABILITY Services is responsible for policy and program development in supporting the ability of families to care for their children, aged 17 years and under, who have developmental and/or physical disabilities. Children's disABILITY Services provides a range of supports to help families maintain their children with disabilities in their own homes and the local community to the greatest extent possible.

This includes:

- Family Support Services, Services are based on individual need and available human and financial resources and may include respite, child development,



autism outreach services, after school care for adolescents, supplies and equipment, home/vehicle modifications and rural transportation for medical appointments;

- Children's Therapy Initiative (CTI), funds the delivery of children's occupational therapy, physiotherapy, speech and language therapy and audiology services in partnership with RHAs, school divisions and agencies;
- Outreach Therapy for Children (OTC), funds occupational therapy, physiotherapy, speech and language therapy and audiology services, primarily for pre-school children across the province;
- Autism Services, funds Applied Behaviour Analysis (ABA) programming at St. Amant for pre-school and school-aged children diagnosed with an Autism Spectrum Disorder (ASD);
- Thrive! A five year plan to develop and implement ASD services and supports;
- Autism Outreach support and training for ECEs and families of preschool children with ASD; and
- Jordan's Principle, lead for Manitoba.

## **INTERGOVERNMENTAL RELATIONS AND INFORMATION SERVICES BRANCH**

**Janis Margraf, Director**

10.0 FTEs

- Leads Manitoba's participation in the Federal/Provincial/Territorial (FPT) Provincial/Territorial (PT) social services forum.
- Provides intergovernmental information, advice and support to Ministers, Deputy Ministers and Senior Officials within Family Services, Jobs and the Economy, and Children and Youth Opportunities, who participate in the FPT Social Services Forum and on FPT and PT Working Groups and committees.
- Co-chairs (with Ontario) the FPT Indigenous Children and Youth in Care Working Group.
- Represents Manitoba on the FPT and PT Support Committee; the Poverty Advisory Committee; and the Persons with Disabilities Advisory Committee.
- Participates with Manitoba subject matter experts on FPT committees tasked with the development and negotiation of a National Early Learning and Child Care Framework, discussions related to the development of a National Poverty Reduction Strategy and the development of federal accessibility legislation.
- Works with the Federal-Provincial Relations Branch, Manitoba Finance, on intergovernmental and international activities, as required
- Supports many of the Department's information and communication needs, including media and court monitoring, preparation of the FS Annual Report, development of the House Book, and the preparation of Estimates Briefing materials to support legislative debate.
- Plans and develops FS websites and provides web-related project management to divisions.
- Provides ongoing technical support and guidance to FS divisions on web-based technologies, including overseeing web related training for FS staff.

- Ensures FS on-line information is compliant with all technical, accessibility, usability, development, and security policies developed by the Office of Information Technology (Web Development Standards).
- Coordinates responses to FS inquiries received via FS website mailboxes.
- Liaises with central government IT and web supports on web-based technology matters.

## **OFFICE OF THE VULNERABLE PERSONS' COMMISSIONER**

**JoAnne Reinsch, Vulnerable Persons' Commissioner**

**5.5 FTEs**

The mandate of the Office of the Vulnerable Persons' Commissioner is to implement the substitute decision making provisions of *The Vulnerable Persons Living with a Mental Disability Act*. In doing so, the goal is to protect the decision-making rights of vulnerable persons through policies and procedures which:

- are developed and implemented in keeping with the Five Guiding Principles which preface the Act;
- ensure fair processes; and
- are convenient and accessible to the extent possible.

The specific activities of the Office of the Vulnerable Persons' Commissioner are to:

- conduct preliminary investigations of applications for substitute decision makers (SDMs);
- \*appoint hearing panels to review and make recommendations regarding the need for and scope of SDM appointments;
- \*\*appoint SDMs, where warranted;
- maintain a register of appointments of SDMs;
- monitor the actions of, and periodically review the need for, the SDM at least once every five years;
- conducting investigations and making decisions on the need for emergency SDM appointments and on the need for variations, terminations, replacements and suspensions to existing SDM appointments; receive and investigate complaints and mediate and seek to resolve disputes between SDMs; and
- provide information to vulnerable individuals, their families, SDMs and the general public regarding the substitute decision making process.

In performing statutory duties, the Vulnerable Persons' Commissioner operates independently and at arm's-length from the Department of Family Services.

\*Hearing panel members are appointed by Order-in-Council for two or three year terms. Membership is comprised of lawyers, family members of vulnerable persons, and community members. There are currently 35 members on the hearing panel roster.

\*\* There are currently 1,862 SDM appointments.

## **LEGISLATION AND STRATEGIC POLICY BRANCH**

**Heidi Wurmman, Director**

6.0 FTEs

### Statutes Administered:

*The Freedom of Information and Protection of Privacy Act*

- Leads and coordinates all Legislative development for FS and ensures it is developed to support and further the strategic direction of the Department.
- Plays a leadership role on major strategic initiatives across FS, including the Departmental Plan and Estimates support.
- Provides direct support to the Deputy Minister's Office including rush projects and requests, issues management and support for central government requests.
- Provides a wide range of supportive policy analyst services to divisions, including policy research, development, and analysis including areas that effect more than one division.
- Provides project management, policy development and coordination services.
- Leads FS privacy and access work – FIPPA and PHIA – through provision of privacy policy leadership and development.

## **CORPORATE SERVICES AND ADMINISTRATION**

**Michelle Stephen-Wiens, Acting Executive Director**

23.0 FTEs

Corporate Services and Administration is responsible for business functions which require coordination across the Department to ensure compliance to legislation, regulations, and provincial and department-wide policies and standards. This includes:

- Business Continuity Planning
- Emergency Social Services
- Finance, Administration and Program Budgeting
- French Language Services Coordination
- Human Resources Renewal
- Department Training
- Space Planning and Coordination
- Workplace Health and Safety
- Adult Abuse Registry Committee
- Disability Access Coordination
- Strategic Initiatives

## **THE FAIR PRACTICES OFFICE**

**Cheryl Roby, Fair Practices Officer**

1.0 FTEs

The Fair Practices Office (FPO) is new to the Department and is established through policy. Its role is to provide confidential and impartial assistance to Manitobans applying for, or receiving services under, the following Family Services and Jobs and the Economy programs who feel they have not been treated fairly:

- Employment and Income Assistance (EIA)
- Community Living disAbility Services
- Children's disAbility Services
- MarketAbilities Program
- Manitoba Early Learning and Child Care (subsidy)

The FPO investigates complaints, mediates disputes and makes recommendations to program staff based on investigative outcomes. The FPO also helps to identify complaint patterns and makes recommendations to the Department on how service delivery and fairness can be improved.

The FPO uses the Manitoba Ombudsman's Fairness Triangle as its fairness definition framework and as its intake criterion. The three elements of the triangle are as follows:

- Procedural fairness relates to how decisions are made - the steps to be followed before, during and after decisions are made.
- Substantive fairness relates to the fairness of the decision itself.
- Relational fairness relates to how people are treated during the decision making process, and how they feel about the process and the outcome.

The FPO was originally staffed from July 2012 to December 2013 and during this time there was a soft roll out for the EIA program only; staff was notified of the availability of the FPO and a Fact Sheet was made available to program participants at the Community Area Offices. Cheryl Roby began her role as the new Fair Practices Officer on September 2, 2014 and has been taking referrals since that date. The FPO webpage was launched in January 2015 and can be found at <http://www.gov.mb.ca/fs/fpo/>. No general public announcement has been made to date.

## **EARLY LEARNING AND CHILD CARE**

**Margaret Ferniuk, Director**

68.9 FTEs

### Statutes Administered:

*The Community Child Care Standards Act*

Manitoba Early Learning and Child Care (MELCC) oversees licensed early learning and child care in the province by:

- developing legislation, regulations, best practices, policies and procedures;
- licensing and monitoring child care centres and family child care homes according to The Community Child Care Standards Act and Regulations;
- assisting child care facilities to meet established standards of care by conducting quality assessments and providing resources and mentoring support in support of high quality programming;
- developing new initiatives and making recommendations regarding multi-year planning;



- administering operating, capital, and training grants, as well as pension reimbursements for eligible early learning and child care facilities;
- maintaining the province-wide Online Child Care Registry;
- classifying all child care assistants (CCAs) and early childhood educators (ECEs) who work in licensed child care centres;
- providing competency-based assessment and recognition programs to enable CCAs and internationally educated individuals to obtain ECE II classification;
- overseeing the Inclusion Support Program, which provides support for facilities caring for children with additional support needs; and
- overseeing the Subsidy Program, which provides subsidies to eligible families to help with the cost of child care.

### **FAMILY VIOLENCE PREVENTION PROGRAM**

**Tracy Moore, Acting Executive Director**

**8.0 FTEs**

- Develops and implements policies and program standards for funded agencies that work with families impacted by family violence;
- Provides grants, monitors and evaluates agencies' financial operations and service delivery to ensure accountability for public funds;
- Provides policy coordination by working with other government programs and other levels of government to streamline policies impacting service, program and policy development;
- Provides program consultation and support to external agencies;
- Works with key community stakeholders and multi-level government departments to identify existing gaps in services and develop program responses;
- Provides training for external agency staff, as well as CFS staff and foster parents;
- Continues to offer specialized Interpersonal Violence and Technology Training across the Province;
- Provides family violence training to workplaces in the private and public sector under the *Workplace Initiative to Support Employees (WISE)* on Family Violence; and
- Provides clinical consultation to assist FVPP agencies with complex client cases.



## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT: Manitoba Early Learning and Child Care – Program Description**

**ISSUE:**

- Components of Manitoba Early Learning and Child Care (MELCC) include the: Subsidy Program (fee support); Inclusion Support Program (children with additional support needs); workforce certification and competency-based training; funding for capital building; funding for operating and training grants; early learning and child care (ELCC) centre and family/group child care home licensing, the Online Child Care Registry (OCCR) and the Child Care Online (CCO) system.

### CRITICAL BACKGROUND

*Subsidy Program* – MELCC oversees the Subsidy Program, which provides fee subsidies to eligible Manitoba families to help with the cost of licensed child care. Regardless of subsidies received, families must pay the non-subsidized fee of \$2 per day per child. In 2014/15 there was an average of 8,417 children subsidized per four-week billing period. The budget for the Subsidy Program in 2015/16 was \$30,246.0.

*Inclusion Support Program* – Through the Inclusion Support Program (ISP), MELCC provides funding to child care centres, nursery schools, and family/group child care homes. This funding reduces or eliminates barriers to allow children with additional support needs to fully participate in an ELCC program. In 2014/15 there were 1,510 children served by the ISP at a total actual cost of \$16,069.8 (budget \$12,508.8). The ISP costs have been over budget since 2007/08 when there were 1,396 children served.

*Workforce Certification and Competency-Based Training* – MELCC classifies all Child Care Assistants (CCAs) and Early Childhood Educators (ECEs) who work in licensed ELCC centres in Manitoba. In April 2015 there were 4,951 CCAs, 1,859 ECE IIs, and 1,000 ECE IIIs working in licensed centres. The Competency Based Assessment/Prior Learning Assessment Program and the Internationally Educated Qualifications Program, provided by MELCC, enable CCAs and internationally educated students to obtain ECE II classification.

*Funding for Capital Building* – Through the Family Choices Building Fund (FCBF) investments are made to help build and expand school-based and community-based ELCC centres throughout the province. The school-based funding stream provides \$25 million over five years to support the creation of at least 20 new or expanded child care centres in public school settings, and covers 100% of capital expenditures. The community-based funding stream provides up to \$2.8 million in annual funding to support as many projects as possible for up to 40% of capital costs, to a maximum of \$600,000, to build or expand community-based non-profit child care centres.

*Funding for Operating and Training Grants* – Operating grants provided to non-profit centres and family child care homes support higher wages/incomes, as well as general operating costs; various training grants to support recruitment and retention are provided for the workforce.

- In January 2016, a 2% increase via operating grants to facilities was provided. Effective January 1, 2015, the annual training grant increased from \$350 to \$400 for Child Care Assistants and home providers working toward their ECE II certification and for ECE IIs working toward their ECE III certification.

*ELCC Centre and Home Licensing, Monitoring and Investigations* – As per *The Community Child Care Standards Act*, oversight of more than 1,110 Manitoba facilities is provided by MELCC. Unlicensed operations are also investigated by MELCC.

- A re-organization of MELCC effective February 17, 2015 now connects licensing staff with policy/administration staff, province-wide. Work is underway to support the consistent and efficient application of legislation and to support meaningful program-specific quality improvements in Manitoba's licensed facilities.

*Online Child Care Registry* – In January 2016 enhancements were made to the OCCR to help parents with the registration process. Work on future improvements to the OCCR to support parents in registering their child care needs and to support licensed providers to consistently use the registry to fill their spaces is ongoing.

*Child Care Online* – This information technology system is used internally by departmental staff and externally by licensed providers for application and reporting purposes.

- A redeveloped website was launched in January 2016, making it easier for families to apply for a subsidy and register for child care through enhanced features such as self-setting passwords and instructions for each step of the registration process.

Contact: Margaret Ferniuk, Director, Manitoba Early Learning and Child Care, 204-945-2668

Date: April 15, 2016

## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** *Family Choices: Manitoba's Plan to Expand Early Learning and Child Care*

**ISSUE:**

- The Province's five-year plan, *Family Choices*, was announced on May 1, 2014. The plan sets out specific goals to create more quality early learning and child care (ELCC) spaces for families across the province.

**CRITICAL BACKGROUND**

- *Family Choices 2014* is Manitoba's third consecutive multi-year plan and reflects the results of broad consultations with various stakeholders across the province.
- *Family Choices 2014* outlines a six-point plan:
  - 1) Building and expanding the ELCC system in Manitoba, including 5,000 new and newly funded ELCC spaces and 200 more nursery school spaces with enhanced funding, \$25 million investment in building or expanding school-based ELCC centres, up to \$2.8 million per year investment in the development of community-based centres not located in schools, and other.
  - 2) Supporting the ELCC workforce, including higher incomes for ELCC workers, a new wage enhancement grant for long-term early childhood educators, increasing the number of qualified ELCC workers, and other.
  - 3) Supporting families and the licensed system they depend on, including affordable ELCC in Manitoba, improved online help for parents and licensed providers and other.
  - 4) Supporting licensed ELCC in homes, including additional supports to new home-based ELCC providers and other.
  - 5) Improving quality, diversity and inclusion, including enhanced supports for children with additional/special needs, working collaboratively with First Nations and the federal government to improve standards in Manitoba First Nations ELCC programs, and other.
  - 6) Exploring future changes, including a new Commission on ELCC to look at ways to redesign Manitoba's system to better meet the needs of families and grow into the future.

Attached is a detailed report on the implementation of *Family Choices 2014* (Appendix 1).

**Contact:** Margaret Femiuk, Director, Manitoba Early Learning and Child Care,  
204-945-2668

**Date:** April 19, 2016

This document is a Cabinet confidence as defined in subsection 19(1) of  
*The Freedom of Information and Protection of Privacy Act.*

## Family Choices 2014 – Implementation Status as of January 31, 2016

Main Area	September 30, 2015	Actions	January 31, 2016
<p><b>1. Building and Expanding</b></p> <ul style="list-style-type: none"> <li>○ 5,000 new and newly funded spaces.</li> <li>○ 200 more nursery school (NS) spaces with enhanced funding.</li> <li>○ \$25 million to build or expand at least 20 new or expanded school-based ELCC centres.</li> </ul>	<p>Allocated funding for 801 newly licensed spaces in 2014/15.</p> <p>Of the 900 spaces committed for 2015/16, 146 spaces had been funded at June 30, 2015. All 146 were newly licensed spaces.</p>	<p>Spring 2016 application process planned for up to 200 additional NS spaces.</p> <p>In January 2016, in preparation for announcement of intake of proposals in spring 2016 with implementation in fall 2016, MELCC surveyed over the phone all NSs in receipt of enhanced operating grants in order to evaluate the implementation of this initiative. The results will be used to consider whether any revisions are required to the eligibility criteria for enhanced NS funding.</p> <p>On January 12, 2016, the Premier announced \$25 million in new funding to be dedicated to building and expanding ELCC centres in schools.</p> <p>In January 2016, a joint application intake was sent to school boards and child care boards with a June 30, 2016, deadline.</p> <p>At December 31, 2015, 44 ELCC centre projects have been completed at Manitoba school sites since 2008 and one more project is currently in progress under FCBF 2008-2013.</p>	<p>Of the 900 spaces committed for 2015/16, 453 had been funded at December 31, 2015.</p> <p>In addition, 373 spaces, already operating and on a waiting list for funding, were approved for funding, effective January 1, 2016, in order to meet the commitment to fund 900 spaces in 2015/16.</p>



Taitt Ayras	September 30, 2015	Ardross January 31, 2016
<ul style="list-style-type: none"> <li>○ Explore ways to expand access to school age care.</li> <li>○ Up to \$2.8 million per year for the development of community-based centres not located in schools.</li> <li>○ Ensure that child care centres located in schools are not displaced.</li> <li>○ Explore new models and partnerships to support centre development.</li> <li>○ Provide support to boards of directors, communities and centres with the start up and management</li> </ul>	<p>In planning stage.</p> <p>14 projects, which will create up to 414 new child care spaces, were approved under the 2014 annual intake process for community-based capital projects under the Family Choices Building Fund (FCBF).</p> <p>The 2015 annual intake process ended on September 15, 2015.</p> <p>On November 27, 2014, Peter Bjornson, then Minister responsible for Education and Advanced Learning, announced that he will table new legislation that would protect ELCC centres in schools.</p> <p>Reorganization of MELCC staff effective February 17, 2015, supports this work.</p> <p>Reorganization of MELCC staff effective February 17, 2015, supports this work.</p>	<p>The ELCC Commission's final report, announced in January 2016, recommended that school age (6-12) ELCC become the responsibility of school divisions. A pilot project with Seven Oaks School Division and Seine River School Division is in the planning stages.</p> <p>As of December 31, 2015, six FCBF 2014 ELCC centre expansion projects were completed with eight more projects in progress.</p> <p>On January 12, 2016, FCBF community-based intake approvals were announced with five projects to begin construction after April 1, 2016.</p> <p>Bill 7, <i>The Child and Family Services Amendment Act (Protecting Child Care Space in Schools)</i>, was introduced in the Fourth Session, Fortieth Legislature, and was reinstated in the Fifth Session, Fortieth Legislature.</p> <p>Starting January 1, 2016, Winnipeg child care co-ordinators began taking on specialized roles. Some co-ordinators focus on licensing inspections and monitoring visits, others on risk management, and others on the Inclusion Support Program and quality enhancement.</p> <p>The ELCC Commission's final report recommended that Children's Councils be established to provide support and information to boards of directors,</p>



Math Area

Actions

September 30, 2015

January 31, 2016

of their programs.

communities and centres. Implementation of the Commission's recommendations is in the planning stage.

**2. Supporting the Workforce**

- o Support higher wages/incomes for ELCC workers through increases to operating grants to centres and home providers.
- o Establish a new wage enhancement grant in support of long-term Early Childhood Educators (ECEs) working in centres.
- o Increase the number of qualified ECEs by expanding the number of college seats with a specific focus on workplace training.

Introduced a 2% funding increase via operating grants to early learning and child care facilities effective January 1, 2015.

Discussed with stakeholders as part of Recruitment and Retention Roundtable. In September 2015, MELCC sent a wage enhancement survey to all non-profit child care centres and nursery schools to determine the number of staff holding an ECE II and/or III classification for at least five years.

Funding of \$302.3 was approved for Red River College to admit an additional 30 students to the Early Childhood Education Workplace Diploma Program. Funding of \$15.0 was approved for ELCC scholarships for 10 students in the 2015/16 academic year.

Funding of \$530.0, over two years, was approved for Université de Saint-Boniface to admit an additional up to 30 students to the Early Childhood Education Workplace Diploma Program. Funding of \$156.2, over two years, was

Introduced a 2% funding increase via operating grants to early learning and child care facilities effective January 1, 2016

As of December 31, 2015, MELCC paid wage enhancement grant funding in the amount of \$886,200 to licensed child care centres on behalf of 1,315 long-term ECEs. Full-time ECEs received \$700 and part-time ECEs received \$350. Some late applications are still being processed.

With MELCC funding support:

In fall 2015, a new cohort of students from Gillam, Churchill, and Fox Lake enrolled in the University College of the North's program.

Main Area	September 30, 2015	Actions	January 31, 2016
<ul style="list-style-type: none"> <li>○ Offer more substitute grants to allow existing workers to update their skills while continuing to receive their full salary.</li> <li>○ Increase the MELCC training grant.</li> </ul>	<p>approved for the University College of the North to admit up to an additional 40 students to the Early Childhood Education Workplace Distance Delivery Diploma Program.</p> <p>Funding of \$451.5 was approved for the Assiniboine Community College to admit up to an additional 40 students to the two-year Early Childhood Education Workplace Diploma Program.</p>	<p>ECE students enrolled in the Assiniboine Community College's program offered in Minnedosa and Souris will graduate in February 2016. A new cohort of students will enroll in the program offered in Killarney and Brandon.</p> <p>On January 12, 2016, the Premier committed to:</p> <ul style="list-style-type: none"> <li>• working with post-secondary institutions to double training opportunities for child-care workers through full-time college programs, workplace training and expanded dual-credit programs in high schools; and</li> <li>• investing in training supports for low-income Indigenous and newcomer Manitobans.</li> </ul>	<p>Funding provided in 2014/15, and again in 2015/16, to increase staff replacement grants to support additional workplace training students.</p> <p>Effective January 1, 2015, the annual training grant increased from \$350 to \$400 for child care assistants and home providers working toward their ECE II certification and for ECE IIs working toward their ECE III certification. Total funding of up to \$275.0 supports more than 650 training grants each year.</p>
<p>MELCC provided 155 staff replacement grants in support of students in workplace ECE diploma programs (for the fiscal year 2015/16, as at December 31, 2015).</p> <p>Same status.</p>			

Main Area

Actions

September 30, 2015

January 12, 2016

- o Provide mentorship to centre directors.
- o Introduce financial support for professional development.
- o Engage community stakeholders and experts in exploring recruitment and retention strategies for the ELCC system.

Piloted one-year mentorship program for ELCC centre directors. 15 mentees and 11 mentors participated. Feedback is being reviewed however initial reports support continuing the pilot in 2015/16 with a new group of participants in northern Manitoba.

Discussed with stakeholders as part of Recruitment and Retention Roundtable. Recommendations are being reviewed.

New Recruitment and Retention Roundtable met three full days in 2014/15 to discuss recruitment and retention initiatives. Recommendations are being finalized for providing to the Minister and the ELCC Commissioner. The recommendations were provided to the Minister and the ELCC Commissioner.

In November 2015, based on positive feedback, a second phase of the Director Mentorship Pilot Project began. A new group of 14 participants enrolled in the program, including two mentees from northern Manitoba.

Same status.

After consultations with community stakeholders and experts, the ELCC Commission recommended a number of recruitment and retention initiatives, such as:

- Include a mandatory province-wide wage scale in the unit funding formula.
- Reflect the training levels of all staff in the funding formula.
- Better monitor human resource trends of early childhood educators.

Implementation of the Commission's recommendations is in the planning stage.

**3. Supporting Families and the Licensed System They Depend On**

- o Continue maintaining affordable child care in Manitoba.

Ongoing.

On January 12, 2016, the Premier committed to:

- exploring making child care more affordable for families by implementing a subsidy and a sliding

Trenton	September 30, 2015	Asstoria
<ul style="list-style-type: none"> <li>o Improve the Online Child Care Registry (OCCR) to help parents register their child care needs and to assist licensed providers with using the online registry.</li> <li>o Ensure that licensed providers utilize the online registry adequately.</li> <li>o Improve the MELCC website to ensure that the online information meets the needs of all stakeholders and is easily</li> </ul>	<p>In June 2014, MELCC introduced improvements for child care providers including adding additional search functions, providing more ways to organize the waitlist with priority flags and providing an instant view of the facility's entire waitlist.</p> <p>On May 21, 2014, MELCC formally requested assistance from the regions and community area child care co-ordinators to encourage providers to use the OCCR. Child care co-ordinators are to continue to encourage providers to use the OCCR as they re-license facilities.</p> <p>New MELCC website is under development.</p>	<p>scale on child-care fees:</p> <ul style="list-style-type: none"> <li>• phasing out all fees paid by fully subsidized families;</li> </ul> <p>Implementation is in the planning stage.</p> <p>On January 12, 2016, MELCC's redeveloped website was officially launched and announced. It allows families to apply for subsidy and register for child care at the same site; displays the OCCR link more prominently (on the top bar and on the menu for families); enhances security to the password process; alleviates the updating of the calendars on the application; provides additional information about nursery schools; displays instructions for each step of the registration process; simplifies the process of adding children to an existing account; and provides an updated online messages, Frequently Asked Questions, and self setting passwords.</p> <p>Same status.</p> <p>The redeveloped MELCC website makes it easier for families, early learning and child-care providers, and students and the workforce to find the information they need quickly and easily.</p>



Main Area

Actions

September 30, 2015

January 31, 2016

accessible.

Families have access to Child Care Online and OCCR from the MELCC website, making it easier for them to apply for a subsidy and register for child care from the same site.

Child care facilities are able to submit reports and access their waitlist from the website.

- Set up new licensing and monitoring approaches for ELCC facilities to provide them with the support they need to comply with legislation and to build quality services.

Reorganization of MELCC effective February 17, 2015, connecting departmental licensing staff with policy/administration staff for ELCC, province-wide. Central reporting and subject matter supervision steps have been taken to work towards consistent application of legislation, program-specific quality improvements and better customer service in general.

- Improve and enhance the information to parents about licensed ELCC services.

In planning stage.

The redeveloped MELCC website features updated program descriptions of ELCC facilities; updated resources for parents, step by step visuals to assist families to complete their OCCR registration; and clearer information about ELCC programs.

- Continue seeking the feedback from various ELCC stakeholders to ensure continual improvement and strong customer service.

On January 12, 2016, the Premier announced that the province is basing its long-term strategy on the ELCC Commission's report. The Commission has informed its work through key informant interviews; on-site visits to licensed child care centres in rural and urban communities in Manitoba; meetings with child care providers, parent boards, school board staff, school principals; discussions with key organizations including the Board of Directors of the



Main Area	September 30, 2015	November 31, 2016
<p><b>4. Supporting Licensed Child Care in Homes</b></p> <ul style="list-style-type: none"> <li>Expand and better support home-based family and group child care facilities, including additional supports to new providers becoming licensed.</li> <li>Explore options for connecting home-based providers with centres to enhance programming.</li> </ul>	<p>Partnered with Manitoba Jobs and the Economy and Family Dynamics to offer a Self Employment Program (training and supports) to potential family child care providers as they pursue licensing. The pilot project continues and results are being reviewed.</p> <p>In June 2015, Minister Chief announced continued funding to support the Family Dynamics (Self Employment Program).</p> <p>Began development of a new home-based child care webpage.</p> <p>The MELCC reorganization, which took effect February 17, 2015, is supporting work currently underway to help streamline the licensing process for homes.</p> <p>In planning stage.</p>	<p>As at December 31, 2015, 13 participants in the Self Employment Program have become licensed home-based providers after completing this project.</p> <p>An intake of 23 participants took place on September 24, 2015, and a new intake will take place in February 2016.</p> <p>In spring 2016, MELCC, in conjunction with Jobs and the Economy, will negotiate a new contract with Family Dynamics.</p> <p>The redeveloped MELCC website features improved information about home-based ELCC and the licensing process along with a new video for individuals interested in becoming licensed home-based ELCC providers.</p> <p>In planning stage.</p>

Major Area

Actions

September 30, 2016

January 31, 2016

- o Provide mentorship support for home-based providers.
- o Establish and provide additional language supports for providers.
- o Continue offering start-up grants for home providers.
- o Encourage unlicensed providers to pursue licensing.

In planning stage.

Partnered with Jobs and Economy to fund several non-profit agencies to provide 40-hour Child Care Assistant Course or Family Child Care Course with additional language supports for newcomers who wish to work in ELCC.

Ongoing.

Reports are received by the department that a private home may be providing unlicensed care that may require a licence.  
Work is underway on exploring avenues for conducting periodical searches for unlicensed child care providers that should be licensed.

In planning stage.

Service Purchase Agreements were sent to West Central Women's Resource Centre and Accueil Francophone du Manitoba to provide the 40-hour course in the 2016 calendar year.

Ongoing.

A cross-jurisdictional survey was conducted on other provinces/territories' policies, regulations, and practices related to searching for unlicensed child care providers that should be licensed.

MELCC working group continues to explore avenues for conducting periodical searches for unlicensed child care providers that should be licensed.

As of January 1, 2016, MELCC established a new unit that focuses on risk management, as part of the ELCC re-organization.

The redeveloped MELCC website provides prominently displayed information about unlicensed child care. Families can now find information about unlicensed child care by reading the web page on unlicensed private home child care, *A Guide to Child Care in Manitoba*, and Frequently Asked Questions related to unlicensed child care.

<p>Training Area</p>	<p>September 30, 2015</p>	<p>Actions January 31, 2016</p>
<ul style="list-style-type: none"> <li>○ Explore a school age-only model for family child care homes.</li> </ul>	<p>In planning stage.</p>	<p>In planning stage.</p>
<p><b>5. Improving Quality, Diversity and Inclusion</b></p> <ul style="list-style-type: none"> <li>○ Enhance quality programming for children in licensed settings with the support of a centralized quality enhancement team</li> </ul>	<p>Re-organization of ELCC under one division effective February 17, 2015 will position MELCC to strengthen supports from a centralized quality enhancement team.</p> <p>Training for child care co-ordinators was provided on topics such as the Inclusion Support Program, complaint procedures, safety plans and codes of conduct, and interpretation and application of legislation, policies and procedures.</p> <p>A new Quality Enhancement Plan has been piloted.</p> <p>Partnered with Healthy Living on a nutrition strategy with resources and supports for the ELCC sector. The nutrition strategy was announced on September 24, 2015.</p> <p>In planning stage.</p>	<p>Starting January 1, 2016, Winnipeg child care co-ordinators began taking on specialized roles. Some child care co-ordinators specialize in resource development, including quality enhancement, capacity building, and resource and technical support.</p>
<ul style="list-style-type: none"> <li>○ Provide new resources to help providers to continually improve the quality of their programs.</li> <li>○ Support demonstration sites, together with post-secondary institutions, for students in ELCC programs.</li> <li>○ Develop new models and practices to support children with additional / special needs.</li> </ul>	<p>A new Quality Enhancement Plan has been piloted.</p> <p>Partnered with Healthy Living on a nutrition strategy with resources and supports for the ELCC sector. The nutrition strategy was announced on September 24, 2015.</p> <p>In planning stage.</p>	<p>Work is underway on developing new guidelines for nature / outdoor play.</p> <p>In planning stage.</p> <p>Starting January 1, 2016, Winnipeg child care co-ordinators began taking on specialized roles. Some child care co-ordinators specialize in resource</p>

Manitoba

Actions

September 30, 2015

January 31, 2016

been centralized effective April 1, 2015, with the goal of working toward consistency while taking steps to implement any immediate corrective actions. Additional steps for moving forward on further recommendations from the internal working group will be reviewed and considered.

development, including inclusion support and approvals.

- o Explore, with stakeholders, ways to support quality ELCC programs for Indigenous children.

Exploring options to include Indigenous programming in licensed ELCC for all children.

In March 2015, Makoonsag Intergenerational Children's Centre was provided with \$15,445 to help support the development of an Indigenous model of Early Childhood Programming/Curriculum that includes critical culture and language components in partnership with community and three other child care centres.

- o Continue discussions with stakeholders on improving child care standards in Manitoba First Nations communities.

Exploring a pilot project with Fisher River First Nation.  
Ongoing.

Discussions with Fisher River Cree Nation are underway. As a first step, MELCC staff visited the centre in Fisher River Cree Nation in the fall of 2015 and provided information about licensing.

Hiring of a senior position in Indigenous inclusion to allow for focused attention on Indigenous inclusion and equity in Community Engagement and Corporate Services Division programs.

MELCC is also now participating on the Manitoba First Nations Education Resource Centre committee related to early childhood education on First Nations.

A general discussion paper regarding early learning and child care in First Nations communities is expected to be completed in February 2016.



Title/Year	September 30, 2015	Actions January 31, 2016
<p>6. <i>Exploring Future Changes</i></p> <ul style="list-style-type: none"> <li>○ Create an ELCC Commission to look at the future of child care in Manitoba and ways to redesign Manitoba's system to better meet the needs of families and grow into the future.</li> <li>○ Explore ways to enhance the links between ELCC centres and schools.</li> </ul>	<p>On February 3, 2015, the Minister of Family Services announced the launch of a new Commission on Early Learning and Child Care to explore ways to redesign the province's ELCC system and create more universally accessible care for Manitoba families.</p> <p>In planning stage.</p>	<p>On January 6, 2016, the ELCC Commission submitted its final report, which recommends significant changes to the governance, accessibility, and quality of the ELCC system in Manitoba. The final report was announced in a news release on January 12, 2016, and published on the MELCC website.</p> <p>Same status.</p>

## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT: Early Learning and Child Care in First Nations Communities**

**ISSUE:**

- Currently, Manitoba does not license, monitor or fund child care facilities on-reserve. This has created an issue of inequity and inequitable conditions for First Nations children.
- The federal government recently announced \$100 million to flow in 2017/18 for First Nations child care across Canada. A distinct federal-provincial/territorial track is to be launched by federal ministers to consult with First Nations on this fund to advance quality child care in First Nations communities.
- Issues have been identified relating to Section 15(1) of the *Canadian Charter of Rights and Freedoms*, and Sections 9(1) and 13(1) of *The Human Rights Code*, which prohibit discrimination on the grounds of race, and the January 2016 Canadian Human Rights Tribunal Ruling has implications for all governments.

**CRITICAL BACKGROUND**

- Under *Family Choices: Manitoba's Plan to Expand Early Learning and Child Care* (2014), a commitment was made to continue discussions with First Nations and the federal government and "to work together to improve child care standards in Manitoba First Nations communities."
- In Manitoba, responsibility for on-reserve child care facilities has been delegated by First Nations to First Peoples Development Inc. (FPDI) in southern Manitoba and Manitoba Keewatinowi Okimakanak Inc. (MKO) in northern Manitoba.
- In 2010, provincial staff met with FPDI and Service Canada who informed departmental staff that under the rules of the federal Aboriginal Skills and Employment Training Strategy (ASETS), the federal government required child care facilities on-reserve be regulated and monitored according to provincial standards by March 2015. (This deadline was later rescinded.)
- Between 2011 and 2014, a working group of provincial staff, FPDI and Service Canada met in parallel with a Senior Level Table, to discuss how best to work together to improve standards for child care in Manitoba First Nations communities.
- In June 2014, FPDI presented a proposal identifying a plan to meet the ASETS goal for all First Nations child care centres to be licensed and monitored. This was revised in the fall of 2014 into a concept paper, which included a proposal for a national study to examine strategic issues related to First Nations on-reserve child care and to be conducted by an independent consulting firm.
- When two federal government departments indicated they would not cost-share the project, the Province determined it was not able to fund the entire proposal.
- Currently, two child care centres located in First Nations communities are unique in that they have a provincial licence: Northwind Day Care Inc. in South Indian Lake

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and Ka-Ka-Kwe-Ke-Je-Ong Day Care Centre Inc. in Ebb and Flow. Both were located off-reserve when initially licensed by the Province and Northwind was allocated and continues to receive, provincial funding as it was not at the time in receipt of federal funding.

- In fall 2015, MELCC staff visited the centre in Fisher River Cree Nation and provided information about licensing. It is unknown at this time whether the centre, with support from MELCC, will be able to meet all of the licensing requirements, including public health and fire safety requirements.
- In January 2016, FPDI clarified that, moving forward, their focus will not be licensing but gathering information to support child care on First Nations to meet equivalent standards.

Contact: Jennifer Rattray, ADM, CECS Division (MELCC)

Margaret Ferniuk, Director - MELCC

Michelle Stephen-Wiens, A/Exec. Director – Corp Services and Admin

Date: April 15, 2016

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Wage Enhancement Grant

**ISSUE:**

- A new Wage Enhancement Grant (WEG) to support long-term Early Childhood Educators (ECE) in Manitoba was developed and implemented in 2015/16.

**CRITICAL BACKGROUND**

- Retention of ECEs is an ongoing issue that is most often linked to low salaries. In 2015, a Roundtable on ELCC Recruitment and Retention made recommendations including that the Province enhance salary and compensation for ELCC staff working in licensed centres.
- *Family Choices: Manitoba's Plan to Expand Early Learning and Child Care*, announced May 2014, committed to establishing a WEG to support long-term ECEs for their commitment to the field and to Manitoba children. Supporting and growing the qualified child care workforce is a key priority of *Family Choices*.
- An allocation of \$1 million for 2015/16 was established for the WEG with notional increases of an additional \$1 million in each of years three and four (2016/17 and 2017/18) to ramp up the WEG. At full implementation in year 4 of *Family Choices*, the WEG fund would be \$3 million.
- Under the WEG, non-profit early learning and child care (ELCC) centres and non-profit nursery schools receive WEG payments on behalf of their eligible ECE employees for payment to them. The WEG amounts were determined based on the 2015/16 budget allocation of \$1 million. The amounts of the grant per eligible ECE are as follows:
  - Long-term ECEs who are employed full-time received \$700.
  - Long-term ECEs who are employed part-time received \$350.
- In March 2016, Regulation 62/86 was amended for WEG. Child care legislation allows for the retroactive regulation amendment after grant payments have come into effect.
- On January 12, 2016, with the release of the ELCC Commission Report, a commitment to implement a provincial wage scale, beginning in fall 2016, was announced.

**Contact:** Margaret Ferniuk, Director, Manitoba Early Learning and Child Care,  
204-945-2668

**Date:** April 19, 2016



## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Transfer of the Child Care Education Program Approval Committee (CCEPAC) from Manitoba Education and Advanced Learning (MEAL) to Manitoba Family Services (MFS).

**ISSUE:**

- There are concerns that the CCEPAC's functions are not provided for by legislation.

**CRITICAL BACKGROUND**

- Since at least 1986, the CCEPAC, under the responsibility of MEAL, has been the body that reviews and approves curriculum for post-secondary child care training programs in Manitoba. This quality assurance process is required for the issuance of early childhood educator (ECE) certificates by Manitoba Early Learning and Child Care (MELCC) under *The Community Child Care Standards Act*.
- CCEPAC consists of a chairperson with ELCC expertise and representatives from MELCC (MFS), the Manitoba Child Care Association and members from Manitoba's post-secondary institutions. Currently, Université de St. Boniface, the University of Winnipeg and Red River College are on the Committee.
- MEAL and MFS are each challenged to oversee the functions of CCEPAC: MFS because it does not have statutory authority for ECE training program approval; MEAL because CCEPAC currently carries out functions that appear beyond the statutory authority of the Minister of MEAL and the approval process in Regulation 62/86.
- Due to conflicts between CCEPAC's functions and other legislative responsibilities of the Minister of MEAL, the Department of MEAL has been working since 2012 to transfer CCEPAC to MFS, which is responsible for Manitoba's child care legislation and MELCC.
- While MEAL and MFS agree that CCEPAC should not remain with MEAL, legislative amendments are required to give the Minister of Family Services the authority to appoint such a committee or otherwise provide statutory authority for the establishment of the committee and its functions. Legislative amendments are also necessary to authorize the receipt, use and disclosure of information upon which CCEPAC bases its work. Also, regulatory amendments need to be made to Regulation 62/86.
- An expansion of the licensed ELCC system in Manitoba, while maintaining high quality of the ELCC services and ensuring the safety and well-being of children, is contingent on the availability of qualified ELCC workforce.

**Contact:** Elin Ibrahim, Assistant Director, Manitoba Early Learning and Child Care,  
204-945-2677

**Date:** April 19, 2016

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## **BRIEFING MATERIALS MANITOBA FAMILY SERVICES**

**SUBJECT:** Report of the Commission on Early Learning and Child Care (ELCC)

**ISSUE:**

- In January 2016, the ELCC Commissioner submitted a report with recommendations for redesigning the ELCC system.

**CRITICAL BACKGROUND**

- In February 2015, an ELCC Commission was launched to explore ways to redesign the Province's ELCC system and create more universally accessible ELCC for Manitoba families.
- On March 19, 2015, Kathleen Flanagan and Associates was selected through public tender to be the Commissioner. Ms. Flanagan sub-contracted Jane Beach and Associates. Ms. Flanagan and Ms. Beach are considered foremost experts in ELCC nationally and internationally.
- Throughout 2015, the Commissioner: visited licensed ELCC facilities in rural and urban communities in Manitoba and interviewed stakeholders; reviewed relevant research; reviewed and analyzed administrative data such as statistics, regulatory review recommendations, position papers, and documents from the Office of the Auditor General Manitoba; and consulted experts in other jurisdictions.
- The ELCC Commission report recommends significant changes to the governance and local infrastructure, access, quality, and data collection and analysis of the ELCC system in Manitoba.
- On February 3, 2016, a Project Manager was seconded to lead an implementation team tasked with using the ELCC Commission report as a framework to move forward with addressing the needs of families and their children on the Online Child Care Registry (more than 12,000) and moving towards a universally accessible ELCC system. First steps include work to be completed under six (6) work streams: (1) Governance – short and long-term solutions; (2) School Age Transition – pilot to move school age care to school divisions; (3) Capital and Planning; (4) Financial – including a provincial wage scale and subsidy re-design; (5) ECE Workforce; (6) Research Data and Sustainment.
- Significant media attention, both locally and nationally, continues to centre around the shortage of child care spaces, a national child care plan, and other issues such as quality, the cost of child care, subsidies, workforce issues including wages, and governance.

**Contact:** Margaret Ferniuk, Director, Manitoba Early Learning and Child Care,  
204-945-2668

**Date:** April 19, 2016

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## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Increasing Spaces in Licensed Family Child Care Homes

**ISSUE:**

- Current demand for licensed child care as reflected on the provincial Online Child Care Registry shows 14,168 unique children waiting for a space. Of the 14,168 children, 7,672 children are recorded as needing a space within a three month period.

**CRITICAL BACKGROUND**

- As at December 31, 2015, there were 426 licensed homes with 3,079 spaces throughout the province. This accounts for nine (9) per cent of all Manitoba's 34,346 licensed spaces.
- Homes are licensed according to *The Community Child Care Standards Act* and regulations. These requirements are in place to support the health, safety and well-being of children. Programs provided should facilitate play-based learning that nurtures children and helps to support their growth and development.
- There are two types of home-based care:
  - (1) **Family Child Care:** licensed care offered in a home for up to eight children under age 12. No more than five of the children can be under the age of six, and no more than three may be less than two years of age. This includes the provider's own children.
  - (2) **Group Child Care:** operated by at least two providers in one of their homes for up to 12 children under the age of 12. No more than three of the children may be less than two years of age.
- Almost three-quarters (3/4) of all licensed homes (308) chose to receive annual provincial operating grant funding (infant rate: \$1,766; preschool rate: \$1,369; school age rate: \$790), which requires homes to maintain daily parent fees at no more than the levels established in regulation (infant: \$22.20; preschool: \$18.20; before, lunch & after school: \$10.30).
- Manitoba Early Learning and Child Care (MELCC) licenses and supports home-based providers to meet the legislated requirements and to provide quality programs for Manitoba children and their families. Steps have recently been taken to further support licensed home-based care, including: a re-design of MELCC's website, which now includes a recruitment video for home-based providers, as well as process information and links to resources; a partnership with Manitoba Jobs and the Economy and Winnipeg's Family Dynamics to

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support individuals wanting to start a family child care home business and to increase the number of licensed home-based spaces in Winnipeg; and, a departmental reorganization to provide increased consistency and support by MELCC staff to applicants and licensees. Further improvements are planned.

- MELCC also investigates unlicensed homes operating over the allowable number of children and encourages operators to become licensed.
- In 2015/16, 63 new family child care homes were licensed province-wide by MELCC. During this same period 53 homes chose to close and 36 homes temporarily closed. Reasons for closures and temporary closures include: maternity leaves; change of employment to outside the home as their own children reach school age; movement back to licensed early learning and child care centre-based care by early childhood educator-trained home-based providers; personal circumstances, including illness, relocation or retirement.
- Home-based child care does not have the longevity of centre-based child care, as home-based child care is impacted by the licensee's personal circumstances, e.g., a mom remaining home with young children and providing licensed home-based care until her children reach school age. Other jurisdictions across the country experience this difference in longevity as well.
- Increasing access to home-based spaces in licensed family child care homes could help meet demand for licensed early learning and child care services in the province.

Contact: Margaret Ferniuk

Date: April 19, 2016



## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Overview of Family Violence Prevention Program

**ISSUE:**

- What services does Family Services provide to Manitobans experiencing family violence?

**CRITICAL BACKGROUND**

- The Family Violence Prevention Program (FVPP) funds and monitors a continuum of prevention and intervention programs that assist those affected by family violence. Actual FVPP spending (2014/15) for 35 agencies (which operate 39 programs) totaled \$12,932.0.
- Agencies receiving annualized funding include:
  - *10 Women's Shelters and one Men's Crisis Accommodation Unit:* Shelters provide short-term emergency accommodations and supportive services to women and men (and their children) who are victims of family violence.
  - *Four Residential Second Stage Programs:* These programs offer protective, affordable, one year housing and programming for women (and their children) who are leaving an abusive relationship.
  - *Nine Women's Resource Centres:* Centres provide information and referral, individual counselling, outreach and support groups to women (and their children) affected by family violence, as well as public education for adults and youth, and community development activities.
  - *14 Urban Support and Specialized Programs:* This variety of unique services includes: legal assistance for women, immigrant women's counselling, couples' counselling, children's supervised access programs, services to women and men who are survivors of childhood sexual abuse, programs for men with abusive behaviours, programs for men (and their children) who are leaving abusive relationships, a program that educates youth about healthy relationships and an Aboriginal program for youth and families.
- In addition, two organizations receive project-based funding, as part of Manitoba's Multi-Year Domestic Violence Prevention Strategy.
  - The Aboriginal Women Healing Program, Iskotew, is operated by the YWCA Thompson in cooperation with community partners.
  - The Engaging Men and Boys project, Anishinabe Nini, is operated by Sandy Bay Child and Family Services (CFS) in Southwestern Manitoba.

**Contact:** Tracy Moore, Executive Director

**Date:** April 18, 2016

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**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Re-visioning of the Family Violence Prevention Program

**ISSUE:**

The Family Violence Prevention Program (FVPP) requires re-visioning in order to address gaps in service for women, children and men experiencing family violence.

**CRITICAL BACKGROUND**

- Historically, Manitoba has been a leader in the development of programs and services that respond to the needs of persons experiencing family violence. Programming and resources focused predominantly on the provision of emergency shelter services for women and children and continue to provide clients with a place of safety for up to 30 days.
- The 2015/16 FVPP budget of \$12,932.0 supported 35 agencies to deliver 39 programs. Services include emergency shelters, residential second stage programs, women's resource centres and specialized access and counselling services.
- FVPP has experienced significant turn over in leadership in the last decade and, as a consequence, services have remained static. New leadership was established in 2015 and undertook a comprehensive review of the FVPP program, related literature/research and engaged with key stakeholders.
- Consultations with key stakeholders occurred from June to September 2015 to identify program strengths, needs, pressures, potential partnerships and opportunities.
- Findings from the review highlighted the need to re-vision the FVPP program and develop a continuum of services to support those populations that require different or enhanced services. Specifically, the review found that there was a need for enhanced services for Indigenous women and girls; women with complex needs, including substance abuse, mental health issues and trauma related to inter-generational violence; children and youth exposed to family violence; and immigrants with language challenges and differing cultural beliefs. The review also highlighted the need for a strong focus on prevention that either prevents or delays the need for other services.

23(1)(f)

Contact: Tracy Moore, Executive Director

Date: April 18, 2016

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT: FVPP Efforts to Prevent Violence against Indigenous Women and Girls**

**ISSUE:**

- What services does the Family Violence Prevention Program (FVPP) offer to end violence against Indigenous women and girls?

**CRITICAL BACKGROUND**

- FVPP's continuum of 35 funded agencies comprises women's shelters, second stage housing programs, women's resource centres, children's access/exchange programs, couple's counselling programs and specialized counselling programs. Most FVPP-funded organizations serve a large proportion of Indigenous clients.
- FVPP currently provides annual grant funding to the following three agencies to provide services that support Indigenous families. FVPP requires that all funded agencies have written policies that ensure that clients receive services that are sensitive to, and respectful of, their cultural and linguistic heritage.

Ikwe Widdjiitiwin (Ikwe)	Ikwe is the second largest shelter in Manitoba and it is located in Winnipeg's North Point Douglas neighborhood. The agency receives \$937.7 annually from FVPP. In 2014/15, the agency provided accommodations and residential services to 269 women and 211 children. In addition, the agency provided 17 women and 40 children with 4,472 nights of safe accommodation in their on-site interim housing program.
Ma Mawi Wi Chi Itata	The Spirit of Peace Program is located in Winnipeg and provides programming to men, women and children impacted by family violence. The Program receives \$375.9 annually from FVPP. The majority of services are provided in a group setting and participants can drop-in as necessary. 938 men, women and children participated in groups in 2014/15.
Wahbung Abinoonjiag	Wahbung is located in Winnipeg and provides services to women and children impacted by family violence. FVPP provides Wahbung with \$136.1 in annual grant funding. The agency provided services to 72 families in 2014/15, including individual and group counselling, as well as sessions focusing on parenting.

Contact: Tracy Moore, Executive Director

Date: April 18, 2016

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## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Children's disABILITY Services (CDS) Program Description

**ISSUE:**

- What services does the Children's Disability Services (CDS) Program offer?

**CRITICAL BACKGROUND**

- The CDS Program provides support to birth, adoptive or extended families that are raising a child (or children) with disabilities. Children must be under the age of 18, live in Manitoba and be diagnosed with one of the following: an intellectual disability, a developmental delay or high probability of one due to a pre-existing condition, autism spectrum disorder, and/or a lifelong physical disability.
- Services and supports are intended to strengthen families and reduce stress so that parents are able to care for their children with special needs at home.
- Individualized services are based on the assessed needs of the child and family and available human and financial resources and may include respite, child development services for pre-school children, summer skills programming, after-school care for adolescents, Autism Outreach, supplies, equipment, home/vehicle modifications, transportation support for families living in northern Manitoba and therapy.
- The CDS program also provides funding to agencies that provide specialized services to children with disabilities. These services include St. Amant Autism Programs, therapy (occupational therapy, physiotherapy, and speech language therapy), specialized respite, augmentative communication devices, and specialized services for children who are blind/visually impaired and those who are DEAF/Hard of Hearing. CDS has Service Purchase Agreements with all of the seven agencies to specify the services to be provided and ensure accountability.
- The total budget CDS in 2015/16 was \$29,606.0. Of this, \$12,627.0 was for the provision of Family Support Services which supported an estimated 5,300 children. The remaining \$16,979.0 was directed to agencies supporting children with special needs.

**Contact:** Tracy Moore, Executive Director

**Date:** April 18, 2016

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## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Children's Therapy Initiative and Outreach Therapy for Children

**ISSUE:**

The need to address growing waitlists for therapy services (i.e., occupational therapy, physiotherapy, speech language therapy and audiology) for young children.

**CRITICAL BACKGROUND:**

- Children's therapy services in Manitoba are under the umbrella of the Children's Therapy Initiative (CTI) which is a joint initiative of Manitoba Family Services, Health and Education and Advanced Learning.
- Families and professionals who provide therapy services for children have expressed concern about the wait times for therapy services during critical early years of children's' development.
- In 2015, there were approximately 4,000 children waiting for therapy services across Manitoba, and almost 2,700 of those were pre-school children. Wait times for service varied from no wait time to over two years.
- Research demonstrates that early intervention services have a significant positive effect on a child's growth potential and that the earlier the service is provided, the more effective it is. The evidence also demonstrates that early intervention can substantially reduce the need for specialized services later on in life.
- Regional therapy providers have advised that therapists have expanded their case loads in order to introduce services to children on the waitlist and ensure therapy is provided during critical developmental years. However, with larger case loads, therapists are unable to deliver an appropriate intensity of service. Additionally, the cost of delivering service has increased due to rising travel and operating expenses, benefits and salary increases.
- In 2015/16, CTI received an additional \$375.0 for approximately 4 new therapy positions to begin to address the significant number of children waiting for therapy services. CTI had not received new funding since 2009/10, while the cost of providing therapy and the number of children requiring services has increased.

Contact: Tracy Moore, Executive Director

204-945-3255

Date: April 18, 2016

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Autism Spectrum Support Services (including ABA) and ABA Program Restructuring

**ISSUE:**

The Children's disability Services (CDS) Program continues to receive pressure from families and others to address the growing waitlists for early intervention services for children diagnosed with ASD.

**CRITICAL BACKGROUND:**

- Autism is a developmental disability that affects the normal functioning of the brain. It is usually diagnosed in early childhood and is a lifelong disability. Evidence indicates that the prevalence of ASD is rising, with the rate now estimated at 1 in 50 persons. In Manitoba, approximately 120 new pre-school children are diagnosed each year.
- Families and advocacy groups continue to express concern regarding the growing waitlists and wait times for early intervention autism services.
- As of March 2016, 74 preschool children are on the waitlist for the Autism Early Learning (EL) Program, with a wait time of over two years. 40 of these waitlisted families are receiving training and consultative support through the Parent Support Model. There are 18 children waiting to enter the Autism School Age (SA) Program.
- In September 2015, St. Amant Autism Programs were re-structured to improve the long-term sustainability of the program; ensure that more pre-school children benefit from an intensive autism intervention; and enhance the continuum of supports available from preschool to high school graduation.
- Discussions occurred with leadership of the Manitoba Families for Effective Autism Treatment (MFEAT) regarding program re-structuring. However, in the absence of significant new investment in intensive programming, MFEAT has been critical of program re-structuring. In November 2015, MFEAT initiated a letter writing campaign to the Premier and Ministers of Family Services, Education and Advanced Learning and Health requesting additional funding to reduce the program waitlist and maintain the previous number of years of service. MFEAT is receptive to some of the changes that have been introduced including the extension of consultative services to high school graduation and site-based group models of service in the EL program.
- Autism Outreach is another early intervention service option for children with ASD. It is a consultative service that provides families and caregivers with training in a play-based, child-led and flexible model of supports. As of April 1, 2016, 73 children will be on the waitlist for this service with a wait time of approximately one year.

- The cost of St. Amant providing EL service to one pre-school child is \$70.0 annually, whereas the cost of providing Autism Outreach service to a young child is considerably less.

Contact: Tracy Moore, Executive Director CDS Program      204-945-3255

Date: April 18, 2016



**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT: 2016/17 Legislative Agenda**

**ISSUE:**

- The Legislation and Strategic Policy Branch (LSPB) leads legislative projects on behalf of the Department.

**CRITICAL BACKGROUND**

- Appreciating that Government and the Minister may wish to advance other legislative priorities, LSPB has identified the following legislative projects for the 2016/17 legislative agenda (if approved, LSPB would submit Detailed Legislative Proposals for Ministerial/Cabinet review):
  - Amendments to the CFS Act to recognize Customary Care of Indigenous Children (previously introduced);
  - Stand-alone legislation for the Children's Advocate (previously introduced);
  - Amendments to the CFS Act to reduce court appearances for inter-agency transfers of CFS cases (proposed amendments have been requested by the Judiciary);
  - Amendments to child care legislation respecting accreditation of post-secondary early learning and child care educational curriculum (joint initiative with the Department of Education and Advanced Learning);
  - Amendments respecting the jurisdiction of the Social Services Appeal Board to hear appeals related to CFS residential care facility licensing, and;
  - Minor housekeeping amendments related to the CFS Act (for possible inclusion in *The Statutes Correction and Minor Amendments Act*).

Contact: Heidi Wurmman, Director, Legislation and Strategic Policy Branch (975-0811)

Date: April 15, 2016

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**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Regulatory projects (2016/17)

**ISSUE:**

- Identification of regulatory projects to be undertaken during 2016/17.

**CRITICAL BACKGROUND**

- The Legislation and Strategic Policy Branch (LSPB) provides department-wide support for regulatory amendments. From time to time, divisions undertake regulatory amendments without LSPB support (notably Early Learning and Child Care, which regularly amends ELCC regulations).
- The following is a list of proposed regulatory amendments to be undertaken in 2016/17 (note that the 2016/17 legislative agenda may influence regulatory projects depending on whether legislative changes have significant regulatory implications):

<b>Regulatory Amendments – In Process</b>	
Child Abuse and Adult Abuse Registry (CAR/AAR) Regulations	Amendments to the CAR/ARR regulations to change the fees charged for additional copies of registry checks.
Vulnerable Persons living with a Mental Disability Regulation	Amendments (in collaboration with Health) to provide for an exception for referral of a case to the Adult Abuse Registry ("AAR") Committee where an alleged offender has a mental disorder.
<b>Regulatory Amendments – Anticipated</b>	
Regulation under stand-alone Children's Advocate Act and consequential regulatory amendments	New – pending passing of stand-alone act.
Regulations related to Customary Care (CFS Act)	New – pending passing of the Customary Care legislation.
Regulations related to inter-agency transfers (CFS Act)	New – pending passing of the CFS Act amendments re. inter-agency transfers.

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*The Freedom of Information and Protection of Privacy Act.*

<b>Regulatory Amendments – Anticipated (Cont'd)</b>	
Regulatory amendments related to legislative amendments re. the Social Services Appeal Board (SSAB)	Consequential amendments to CFS regulations – pending passing of amendments related to the SSAB.
Regulatory amendments arising from amendments to early learning and child care (ELCC) legislation	New – pending passing of amendments to the ELCC and Education Acts re. post-secondary program curriculum approval.
Amendments to the Residential Care Facilities Licensing (RCFL) Regulation (Adult disABILITIES Program)	A rewrite of the RCFL Regulation has been identified as a priority of the Department. To date, the Department has been unable to dedicate necessary staff resources to undertake this work. There is an expectation among stakeholders that the RCFL Regulation will be re-written.
Regular amendments to ELCC Regulations (as required)	LSPB does not participate in regular amendments to ELCC regulations as they are undertaken by ELCC to update fee schedules, etc.

Contact: Heidi Wurmman, Director, Legislation and Strategic Policy Branch (975-0811)

Date: April 15, 2016

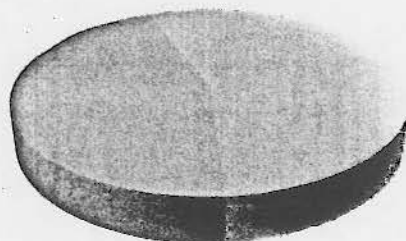
## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** *The Freedom of Information and Protection of Privacy Act (FIPPA)*  
Access and Privacy Requests

**ISSUE:** The Legislation and Strategic Policy Branch (LSPB) receives and coordinates FIPPA access applications for all of Family Services.

### CRITICAL BACKGROUND

- Access applications received by Family Services can be complex in nature and often involve third party agencies who deliver services. This is particularly true with Child and Family Services as the Department has to gather records from the agencies or Authorities who have custody and control of that information. This can result in applications taking longer to process and release to the applicant.
- In the 2014/15 fiscal year, Family Services received 267 applications in total, while 349 applications were received in the 2013/14 fiscal year.
- Applications can be broken down by type of applicant. In the 2014/15 fiscal year Family Services received 172 applications from political parties, 46 applications from private citizens, 17 applications from the media and 32 from organizations.
- In the 2015/16, the Department received 193 FIPPA applications. Of these, 81 applications were from political parties, 71 applications were from private citizens, 18 applications were from the media and 23 applications were from organizations.
- The breakdown by division for 2015/16 fiscal year is as follows:



- CFS - 86
- Admin & Finance - 48
- CECS - 31
- CSD - 10

- The Manitoba Ombudsman has initiated a review under Part 4 of *The Freedom of Information and Protection of Privacy Act (FIPPA)* regarding Family Services processing of FIPPA requests including response times.
- In response to this review, the Department reviewed and strengthened current FIPPA processes while developing new procedures, which include taking extensions when required.
- Since implementing these strategies, on time response rates have improved from 26 per cent between January 1, 2014 and December 31, 2014, to 36 per cent between January 1 and December 31, 2015. This remains far below the average on time response rate for all government departments (approximately 60 per cent).

Contact: Heidi Wurmman, Director, Legislation and Strategic Policy Branch 204-945-0811  
Date: April 15, 2016

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*The Freedom of Information and Protection of Privacy Act.*



**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** 2016 Canada Child Benefit Insert

**ISSUE:**

- The Canada Revenue Agency (CRA) offers provinces and territories (PTs) the opportunity to include an insert with the child benefit statements that are mailed out by the Government of Canada to low and moderate income families in July of each year. This offer provides PTs with a low-cost opportunity to highlight family-friendly programs and services to low and moderate income families in their jurisdiction.
- Family Services (FS) and Children and Youth Opportunities (CYO) have been working together to prepare a joint insert profiling the On-Line Child Care Registry and other online and telephone resources for parents.

**CRITICAL BACKGROUND:**

- Federal Canada Child Benefit statements will be sent to approximately 113,000 Manitoba families in early July 2016.
- Manitoba must confirm by April 29, 2016 if it intends to act on the CRA insert offer.
- The proposed 2016 insert has been developed and approved at the divisional level of FS and CYO.
- The total cost of production for the design and printing of the Manitoba insert is \$2,375.40. This cost will be shared among FS and CYO. Distribution via the CRA offer will save Manitoba all postage related costs. As a result, the total cost to FS to use the insert to promote the proposed child care and parenting resources will be \$1,187.70.
- Staff is seeking confirmation and approval of the plan to proceed with the printing and distribution of the July 2016 insert and to share production costs as noted above.
- FS and CYO ministerial approval to proceed is required by April 27, 2016 as confirmation of participation must be provided to the CRA by April 29, 2016.
- It is recommended that the Ministers of FS and CYO jointly review and confirm Manitoba's participation in the July 2016 insert process and communicate this decision to staff by April 27, 2016.

**Contact:** Janis Margraf, Director, Intergovernmental Relations & Information Services  
204-945-0140

**Date:** April 19, 2016

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT: FEDERAL-PROVINCIAL-TERRITORIAL SOCIAL SERVICES INITIATIVES**

**ISSUE:**

- The Government of Canada (GOC) has announced a number of promises and commitments that will result in almost \$20 billion in federal social infrastructure related investments over the next 10 years.
- Sustained participation in the Federal-Provincial-Territorial (FPT) Ministers Responsible for Social Services (MRSS) Forum is required in order to represent Manitoba's interests and secure its share of funding.

**CRITICAL BACKGROUND**

- Manitoba Family Services, Jobs and the Economy, and Children and Youth Opportunities participate in the FPT-MRSS forum. Family Services serves as the lead ministry. It provides the three departments with strategic information, options and advice regarding the advancement of Manitoba's interests, coordinates bilateral and multilateral negotiations and agreements between ministries and other governments, coordinates internal activities and processes to avoid duplication of effort, and ensures Manitoba is actively engaged on a wide variety of social services related issues.
- Many of the priority areas of focus and investment for the GOC align with Manitoba's social service related priorities which include improving the outcomes of Indigenous children, youth and families, particularly those Indigenous children and youth in care, developing a national framework on and expanding early learning and care, establishing a national poverty reduction strategy and exploring national accessibility legislation for persons with disabilities.
- Manitoba currently plays a leadership role on a number of FPT-MRSS committees. Manitoba and Ontario are co-leading a pan-Canadian working group related to reducing the numbers of Indigenous children and youth in care and improving the outcomes of Indigenous children and families. The GOC is expected to join this work in spring 2016.
- In addition, Manitoba is represented on the Deputy Ministers Early Learning and Child Care (ELCC) Steering Committee which is guiding FPT Work to develop a national framework on ELCC.
- Family Services officials are also actively involved in FPT-MRSS work related to poverty reduction, persons with disabilities, ELCC, and child welfare.
- Family Services will continue to take a lead role in representing Manitoba's interests in the MRSS forum and securing its share of federal social infrastructure funding.

Contact: Janis Margraf, Director, Intergovernmental Relations and Information  
Services, 204-945-0140

Date: April 19, 2016

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*The Freedom of Information and Protection of Privacy Act.*

## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT: INTERGOVERNMENTAL SOCIAL SERVICES COMMITTEES**

**ISSUE:**

- Staff within the Intergovernmental Relations and Information Services (IRIS) Branch of Manitoba Family Services participate on a number of Federal-Provincial/Territorial (FPT) Ministers Responsible for Social Services (MRSS) committees at the Provincial-Territorial (PT) and FPT levels. IRIS staff also coordinate work across Family Services, Jobs and the Economy and Children and Youth Opportunities to ensure that Manitoba's social services interests are represented.

**CRITICAL BACKGROUND**

- MRSS Support Committee – There is an FPT Support Committee and a parallel PT Support Committee. Both provide executive, organizational and inter-governmental policy support to social services Ministers and Deputy Ministers on a wide range of FPT and PT issues. IRIS staff participate on both the FPT and PT Committees.
- Indigenous Children and Youth in Care (ICYC) – The PT ICYC working group is looking at ways PTs can reduce the numbers of Indigenous children and youth in care and improve the outcomes of Indigenous children and families. Manitoba (IRIS staff) and Ontario co-chair this group. Child and Family Services division staff are also members. The federal government has expressed interest in joining this work. At April 2016, a parallel FPT ICYC working group is being established to support these efforts. The new FPT group will be led by Manitoba and Ontario, along with Employment and Social Development Canada and Indigenous and Northern Affairs Canada.
- Early Learning and Child Care Framework – This new FPT working group (March 2016) is comprised of social services and education representatives. It is developing a national, multilateral framework for early learning and child care (investment). Staff from the Manitoba Early Learning and Child Care Program and the IRIS Branch are members. The Deputy Minister of Family Services is a member of the Deputy Minister-level Steering Committee that is guiding this work.
- Persons with Disabilities Advisory Committee – This FPT Advisory Committee provides Ministers and Deputy Ministers responsible for social services with policy advice and options regarding programs and services for persons with disabilities. IRIS staff participate on this Advisory Committee.
  - Persons with Severe Disabilities and Income Supports – This is a FPT sub-committee of the Persons with Disabilities Advisory Committee. This time limited committee is examining policy instruments and approaches that governments use to support the income security of persons with severe and prolonged disabilities. An IRIS staff person chairs this sub-committee.

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- Data and Information Related to Aboriginal Peoples with Disabilities – This new sub committee of the FPT Persons with Disabilities Advisory Committee is exploring what data and information exists on Indigenous people and disabilities. IRIS Staff represent Manitoba in this work.
- Persons with Disabilities – Complex Cases – This PT only working group is developing a common assessment framework for identifying individuals with multiple, complex behavioural, social, intellectual and medical needs and sharing best practice approaches for supporting this population. Staff from the Community Service Delivery Division represent Manitoba on this group.
- Poverty Advisory Committee – This FPT Committee that provides Ministers and Deputy Ministers of social services with policy advice and options on poverty reduction and prevention. Staff from the Administration and Finance division and Manitoba Jobs and the Economy are members of this group.
- PT Directors of Early Childhood Education and Care – This PT only, Director level Committee exists to share information and improve policies and practices relating to the development, funding and delivery of early childhood services in Canada. Manitoba Early Learning and Child Care Program staff are members of this group.
- PT Directors of Child Welfare - This PT only, Director level Committee promotes the safety and welfare of children through cooperation and sharing of knowledge on child protection and child welfare programs and services. Child and Family Services Division staff participate on the committee and its subcommittees.
- PT Directors of Income Support – This FPT Director level Committee supports the improvement of income support policies and practices through sharing information on legislation, policy and program development and policy coordination. Officials from Manitoba Jobs and the Economy participate on this committee.
- FPT Status of Women Forum – The Forum shares knowledge and information to promote and advance equality for women and girls, and to undertake collaborative work on issues related to the enhancement of women and girls' equality. An official from Manitoba Status of Women participates on this group.
- Network of Offices for Disability Issues and Premiers' Councils – This FPT network shares information and best practices to advance the status and inclusion of persons with disabilities, increase accessibility and facilitate the removal and prevention of disability-related barriers in consultation with affected stakeholders. Officials from the Disability Issues Office represent Manitoba's interests.

Contact: Janis Margraf, Director, Intergovernmental Relations and Information Services, 204-945-0140

Date: April 19, 2016

This document is a Cabinet confidence as defined in subsection 19(1) of *The Freedom of Information and Protection of Privacy Act*.



**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT: CANADIAN HUMAN RIGHTS TRIBUNAL RULING**

**ISSUE:**

- In January 2016, the Canadian Human Rights Tribunal (the Tribunal) ruled that the Government of Canada's (GOC) provision of the First Nations Child and Family Services Program (FNCFS) and the narrow definition and inadequate implementation of Jordan's Principle, are flawed, inequitable, and discriminatory under the *Canadian Human Rights Act*.
- The ruling was based on findings that the GOC program results in service gaps, delays or denials of service that have adverse impacts on First Nations children and families on reserve.

**CRITICAL BACKGROUND**

- While the Tribunal's decision applies to the FNCFS Program, the 'equity of access' issues raised in the ruling are likely to have wider implications for social services in Manitoba and other Provinces-Territories (PTs).
- In the context of a Supreme Court ruling that reserves are not "enclaves" of exclusive federal jurisdiction, the ruling sets the stage for potential demands for Manitoba to extend other programs (i.e., Children's disABILITY Service, Manitoba Early Learning and Child Care and Community Living disABILITY Services) in a reasonably comparable manner to First Nations children living on reserve.
- The Tribunal found that the GOC discriminated against First Nations under Section 15 of the Canadian Charter of Rights and Freedoms when the GOC's underfunding of the FNCFS Program resulted in services that were inferior to comparable PT services provided off reserve. This ruling is consistent with previous internal legal advice obtained by Family Services with respect to on and off reserve social services and the need to avoid unequal and unfair treatment based on race.
- Further, as funding to First Nations child and family services agencies in Manitoba are provided by, and coordinated between, the GOC and the Province, changes in GOC funding in response to the Tribunal's decision may result in significant cost increases for Manitoba, despite any funding increases that may be made by the GOC for the FNCFS program.

23(1)(a), 23(1)(f)

Contact: Diane Kelly, Assistant Deputy Minister (CFS) 204-945-4575  
 Jennifer Rattray, Assistant Deputy Minister (CDS, MELCC, FVPP) 204-945-6374  
 Michelle Dubik, Assistant Deputy Minister (CLDS) 204-945-2204  
 Janis Margraf, Director (IRIS) 204-945-0140

Date: April 19, 2016

This document is a Cabinet confidence as defined in subsection 19(1) of  
*The Freedom of Information and Protection of Privacy Act.*

## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Corporate Services and Administration Branch

**ISSUE:** The Corporate Services and Administration Branch was created through a departmental reorganization in early 2015 to improve efficiencies by centralizing corporate services for the Department.

### CRITICAL BACKGROUND

The Corporate Services and Administration Branch is responsible for functions which require coordination and consistency across the Department as well as compliance to regulations and standards. This includes:

- Department Training – coordinating, developing and delivering departmental training to more than two thousand staff and providing learning and development opportunities to enhance skills to better serve Manitobans
- Space Planning and Coordination – managing the space planning, coordination and prioritization of accommodation projects for 51 buildings throughout Manitoba and departmental liaison with the Accommodation Services Division (Department of Finance)
- Workplace Safety and Health - ensuring departmental compliance to Workplace Safety and Health legislation and providing consultative services to the Department's work sites and mandated Workplace Safety and Health Committees to reduce workplace injuries
- Business Continuity Planning - establishing and ensuring that business continuity plans are in place and current for all worksites, divisions and branches and meet compliance with the Emergency Measures Act
- Finance, Administration and Program Budgeting –centralized financial support and administration for the Division
- Human Resource Renewal

Within the Branch is the Strategic Initiatives Unit which is responsible for providing project management, coordination, and planning services for Department-wide initiatives, services, and corporate policy development. This includes:

- Department lead for development and implementation of the Community Engagement Strategy
- Managing pilot projects and strategic initiatives for the Division
- Coordination and implementation of French Language Services policy in accordance with the official guidelines issued by the French Language Services Secretariat
- Coordination of the Adult Abuse Registry Committee and support to ensure effective functioning of the Committee in accordance with the Adult Abuse Registry Act
- Coordination of the Department's Accessibility Plan in accordance with The Accessibility for Manitobans Act and Regulations

Contact: Michelle Stephen-Wiens, A/Executive Director, Corporate Services and Administration Branch, 204-945-5810

Date: April 19, 2016

This document is a Cabinet confidence as defined in subsection 19(1) of *The Freedom of Information and Protection of Privacy Act*.

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Department Training

**ISSUE:**

- The Department Training Plan is currently being re-developed strategically to meet key priorities and objectives of government and the Department, including addressing recommendations arising from the Truth and Reconciliation Commission of Canada.

**CRITICAL BACKGROUND**

- Department training was moved to the Community Engagement and Corporate Services Division in early 2015 as part of the departmental re-organization. This move was made to consolidate and strengthen department training, to make the most effective use of resources, and to dress gaps in foundational areas of knowledge and skills to effectively deliver quality services to Manitoba citizens.
- The Department Training Team is responsible for the training and development portfolio of Family Services staff. Examples of training include:
  - Orientation for new staff (such as introduction to the Department's vision, mandate and programs/policies as well as general information on government)
  - Mandatory training to fulfill legislative requirements (such as Mandt Training, Orientation to Workplace Safety and Health, French Language Services Active Offer)
  - Program specific training (such as inFACT - Case Notes Training for Community Living disABILITY Services/Children's disABILITY Services, SAMIN application for Employment and Income Assistance)
- Additionally, the plan is being re-developed to ensure quality training and development opportunities exist to address recommendation #57 from the *Truth and Reconciliation Commission of Canada (TRC): Calls to Action*. In the recommendation, the TRC calls upon governments at all levels 'to provide education to public servants on the history of Aboriginal peoples, requiring skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism'.
- The plan will integrate different venues/mediums for learning such as self-directed learning, online courses, workshops with guest speakers, experiential activities, etc.

**Contact:** Michelle Stephen-Wiens, A/Executive Director, Corporate Services and Administration Branch, 204-945-5810

**Date:** April 19, 2016

This document is a Cabinet confidence as defined in subsection 19(1) of *The Freedom of Information and Protection of Privacy Act*.

## DIVISIONAL OVERVIEW - COMMUNITY SERVICE DELIVERY DIVISION

The Community Service Delivery Division (CSD), under the direction of Assistant Deputy Minister Michelle Dubik, delivers most of the Department's social services and income assistance programs to eligible citizens. The division also provides program and policy support for Community Living disABILITY Services. The division operates through seven branches: Rural and Northern Services, Winnipeg Services, Winnipeg Child and Family Services (WCFS), Provincial Services, the Manitoba Developmental Centre, Adult Disability Programs, and Strategic Planning and Program Support.

The Division has a total of 1,452.05 FTEs and an overall budget of \$451,616 for 2015/16.\*

\* Winnipeg Child and Family Services reports operationally through the CSD Division; however, their expenditures (286.4 FTEs and budget of \$21,754) are currently maintained within the Child and Family Services (CFS) Division and not reflected in the above total. 19(1)(e), 23(1)(a), 23(1)(e)

The division is also responsible for approximately 1,500 additional employees who deliver front line services that are not reflected in the Department's FTE count.

### **RURAL AND NORTHERN SERVICES** **Dan Knight, Acting Executive Director** 382.85 FTEs

#### Statutes Administered:

*The Adoption Act*

*The Adult Abuse Registry Act*

*The Child and Family Services Act*

*The Child and Family Services Authorities Act*

*The Manitoba Assistance Act*

*The Parents' Maintenance Act (Section 10)*

*The Social Services Administration Act*

*The Social Services Appeal Board Act*

*The Vulnerable Persons Living with a Mental Disability Act*

*The Workplace Safety and Health Act*

*The Freedom of Information and Protection of Privacy Act*

*The Personal Health Information Act*

- Delivers departmental family services programs to eligible Manitobans in the rural and northern regions of the province. Programs delivered include: Employment and Income Assistance, Community Living disABILITY Services, Residential Care Licensing, Children's disABILITY Services, Child and Family Services (Eastman, Interlake, Parkland, and Northern Regions), marketAbilities and Family Conciliation (Westman, Parkland, Central, and Northern Regions).
- Provides financial assistance and employment planning for Employment and Income Assistance participants.



- Provides support to adults living with a mental disability and their families, to assist the vulnerable adult to live in the community in the least restrictive manner possible.
- Provides protection services for vulnerable adults as mandated under *The Vulnerable Persons Living with a Mental Disability Act*.
- Develops regional resources to provide care for vulnerable adults.
- Delivers child protection services to children who are at risk of abuse and neglect and provides support and protective services to children in care.
- Provides preventative services to families to promote the well-being of the family unit through education and community development activities.
- Engages communities to share information, consult and/or collaborate on needs, priorities, or issues related to service delivery.
- Provides services and supports to families with children who have a developmental or physical disability.
- Delivers vocational counselling and planning to adults with a mental, physical, psychiatric or learning disability.
- Provides referral, conciliation, assessment and mediation services to families in dispute.
- Ensures Emergency Social Services plans are in place and provides assistance to local municipalities in the event of an emergency or disaster.

## **WINNIPEG SERVICES**

**Ruth Loepky, Acting Executive Director**

494.0 FTEs

### Statutes Administered:

*The Adult Abuse Registry Act*

*The Manitoba Assistance Act*

*The Parents' Maintenance Act (Section 10)*

*The Social Services Administration Act*

*The Social Services Appeal Board Act*

*The Vulnerable Persons Living with a Mental Disability Act*

*The Workplace Safety and Health Act*

*The Freedom of Information and Protection of Privacy Act*

*The Personal Health Information Act*

- Delivers departmental social services and income assistance programs to eligible Manitobans in Winnipeg, in partnership with the Winnipeg Regional Health Authority. Programs delivered include: Employment and Income Assistance, Community Living disABILITY Services, Children's disABILITY Services, marketAbilities, Family Conciliation, Provincial Special Needs and Residential Care Licensing.
- Through a centralized unit, manages residential care licensing, specialized support services and coordinates residential placements, day programs, respite transportation services for vulnerable adults, and respite, behavioural specialist services, and supports for children with disabilities.

- Provides financial assistance and employment planning for Employment and Income Assistance participants.
- Provides support to adults living with a mental disability and their families, to assist the vulnerable adult to live in the community in the least restrictive manner possible.
- Provides protection services for vulnerable adults as mandated under *The Vulnerable Persons Living with a Mental Disability Act*.
- Provides preventative services to families to promote the well-being of the family unit through education and community development activities.
- Engages communities to share information, consult and/or collaborate on needs, priorities, or issues related to service delivery.
- Provides services and supports to families with children who have a developmental or physical disability.
- Delivers vocational counselling and planning to adults with a mental, physical, psychiatric or learning disability.
- Provides referral, conciliation, assessment and mediation services to families in dispute.
- Ensures Emergency Social Services plans are in place and provides assistance in community areas in the event of an emergency or disaster.

#### **WINNIPEG CHILD AND FAMILY SERVICES**

**Daphne Penrose, Acting Chief Executive Officer**

286.40 FTEs\*

\* WCFS reports operationally through the CSD Division; however, WCFS expenditures are currently maintained within the CFS Division.

#### Statutes Administered:

*The Adoption Act*

*The Child and Family Services Act*

*The Child and Family Services Authorities Act*

*The Workplace Safety and Health Act*

*The Freedom of Information and Protection of Privacy Act*

*The Personal Health Information Act*

- Delivers a comprehensive continuum of child protection and family support services in Winnipeg in accordance with *The Child and Family Services Act* and *The Adoption Act*.
- Provides protection services to children at risk of abuse and neglect.
- Develops and provides basic and specialized placement services to meet the needs of children in care.
- Manages the Emergency Placement Resources system.
- Delivers transition services to children in permanent care to prepare for independent living.
- Provides preservation and reunification services to families.

- Manages all services provided by the Family Support Program including a portion of the in-home support services pending the transfer to the All Nations Coordinated Response Network (ANCR).
- Provides adoptive and post-adoptive services to children and families when reunification is no longer an option.
- Provides Perinatal Services to all Child and Family Services Authorities in Winnipeg to assist young women under the age of 18, and their partner, who are pregnant and/or parenting children.
- Prevents potential child placements through preventative planning with families and their support systems through a specialized Family Enhancement Unit.
- Partners with the community to provide supportive and preventative services to families.
- Develops and delivers a comprehensive training package for managers and staff in collaboration with the General Authority.

### **PROVINCIAL SERVICES BRANCH**

**Esther Kiernan, Acting Director**

60.50 FTEs

#### Statutes Administered:

*The Community Child Care Standards Act*

*The Manitoba Assistance Act*

*The Social Services Administration Act*

*The Workplace Safety and Health Act*

*The Freedom of Information and Protection of Privacy Act*

*The Personal Health Information Act*

- Administers and delivers income and housing benefits throughout the province to eligible Manitobans. These benefits include: the Manitoba Child Benefit, 55 Plus, RentAssist, School Tax Assistance for Tenants 55 Plus, Rent Supplement Program, Rewarding Work Transition Bonus, Children's Opti-Care, and the Portable Housing Benefit.
- Provides assessment and processing of child care subsidies.
- Provides assessment and authorization for the delivery of Health Services benefits to Employment and Income Assistance participants and children in care of the Child and Family Services Authorities.
- Reviews and assesses requests for medical supplies, equipment, diets and nutritional supplements for individuals involved in the Employment and Income Assistance Program, Children's disABILITY Services, and Community Living disABILITY Services.
- Assesses and authorizes the delivery of the Rewarding Work Health Plan for former Employment and Income Assistance participants who have secured employment.
- Provides assessment and authorization for the Primary Caregiver Tax Credit program to participants of Community Living disABILITY Services and Children's disABILITY Services.

**MANITOBA DEVELOPMENTAL CENTRE**  
**Tom Sidebottom, Acting Chief Executive Officer**  
 486.70 FTEs

Statutes Administered:

*The Adult Abuse Registry Act*  
*The Vulnerable Persons Living with a Mental Disability Act*  
*The Social Services Administration Act*  
*The Workplace Safety and Health Act*  
*The Freedom of Information and Protection of Privacy Act*  
*The Personal Health Information Act*

- Provides long-term resident-centred care, supervision and developmental programs for adults with an intellectual disability from all regions of Manitoba in accordance with accepted accreditation standards for group living services for residents with intellectual disabilities.
- Provides residential, medical, pharmaceutical, nursing, dental, physiotherapy, psychiatric, nutritional, recreation, psychological and occupational therapy services to Manitoba Developmental Centre (MDC) residents.
- Provides developmental program supports including; client assessment, communication, literacy, art, pottery, music, chaplaincy services and vocational training for residents.
- Provides training and ongoing education of staff targeted to MDC's distinctive competencies, and the development of leadership consistent with a team-based model of service delivery.
- Manages authorized financial resources.
- Identifies and develops opportunities for partnerships with community agencies to benefit residents.
- Provides a variety of recreation, leisure and vocational services to adults with intellectual disabilities living in the Central Region.

**ADULT DISABILITY SERVICES**

**Vacant, Executive Director**  
 10.00 FTEs

Statutes Administered:

*The Adult Abuse Registry Act*  
*The Vulnerable Persons Living with a Mental Disability Act*  
*The Social Services Administration Act*  
*The Social Services Appeal Board Act*  
*The Freedom of Information and Protection of Privacy Act*  
*The Personal Health Information Act*  
*The Workplace Safety and Health Act*



- Provides a range of services aimed at supporting adults with an intellectual disability to live and participate in a community setting.
- Reviews and develops policies associated with Day Services, Residential Services, Support Services and Residential Care Licensing.
- Provides funding for a range of residential supports to assist adults with an intellectual disability to live in the community.
- Provides funding support for a range of day service options including supported employment and follow-up services, services with a vocational focus, and individualized development services.
- Provides additional supports to individuals for transportation between residential and day programs, respite, crisis intervention, and clinical services.
- Provides program direction and leadership for the Provincial Special Needs Program, a cross departmental program funded by Family Services; Justice; and Health, Healthy Living and Seniors for persons with a mental health disorder or disability who present a serious risk to the community.
- Co-chairs the Interdepartmental Committee on Fetal Alcohol Spectrum Disorder (FASD) with Children and Youth Opportunities, with particular focus on services and supports for adults living with FASD.
- Oversees licensing standards to ensure the safety, health and well-being of adults with an intellectual disability, or mental health disorder, or who require care due to cognitive impairment or frailty related to aging and who reside in community residential care facilities.

## **STRATEGIC PLANNING AND PROGRAM SUPPORT**

**Cees de Vries, Acting Director**

**18.00 FTEs**

### Statutes Administered:

*The Freedom of Information and Protection of Privacy Act*

*The Personal Health Information Act*

*The Workplace Safety and Health Act*

- Provides research, analysis, issues management and cross-program support for service delivery branches, Adult Disability Services and the Manitoba Developmental Centre.
- Coordinates implementation and evaluation of strategic initiatives and service delivery process improvement.
- Coordinates and supports divisional strategic planning.
- Supports prevention of, and response to, agency and service delivery privacy breaches.
- Provides corporate support for the Assistant Deputy Minister's Office, including management of the divisional contribution to estimates, annual reports, and support for legislative sessions.
- Manages and supports the Integrated Financial and Case Tracking (inFACT) computer system, an information management system for participant and financial

tracking for Community Living disABILITY Services, Children's disABILITY Services and the Provincial Special Needs Program.

- Provides comptrollership and financial support for service delivery branches, Adult Disability Services and the Manitoba Developmental Centre.

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT: Manitoba Developmental Centre**

**ISSUE:**

- The long-term viability of the Manitoba Developmental Centre (MDC) is in question as the population continues to decline due to discharges under a Human Rights Complaint settlement agreement, deaths and restricted admissions. Discharges to community placements are costly and placing price and volume pressures on the Community Living disAbility Services (CLDS) budget.

**CRITICAL BACKGROUND**

- MDC is an accredited residential care facility for adults with intellectual disabilities, located in Portage la Prairie. It currently has 173 residents and approximately 500 employees.
- Under *The Vulnerable Persons Living with a Mental Disability Act*, admissions to MDC are only possible with court approval when no other placement options exist, with a plan for a return to the community.
- Under the terms of an agreement to settle a Human Rights Complaint that alleged discrimination against long-term residents of MDC in accessing community living options, the Department was to transition a total of 49 residents from MDC to community living by November 2014. To date, 42 residents have successfully moved into community homes. The Human Rights Commission has understood that transitions have taken longer than expected as they require significant, detailed planning and supports due to the complex needs of the population.
- Under the settlement agreement, the average cost of transitioning individuals to community living has been \$180.0 annually per person. However, more recent transitions for individuals presenting with complex needs and safety concerns average an annual per person cost of \$500.0 to care for them safely in community.
- Manitoba is among the last provinces with large-scale institutions for people with intellectual disabilities. In 2013, St. Amant announced a plan to transition individuals to the community and change its designation from a Developmental Centre to a Health Care Centre.

Contact: Michelle Dubik, Assistant Deputy Minister, Community Service Delivery

Date: April 19, 2016

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**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

19(1)(e)

Contact: Michelle Dubik, Assistant Deputy Minister, Community Service Delivery

Date: April 18, 2016

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*The Freedom of Information and Protection of Privacy Act.*



**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Community Living disABILITY Services: Building on Abilities Initiative

**ISSUE:**

- Building on Abilities (BOA) is a redevelopment initiative within Community Living disABILITY Services (CLDS) to transform the program to an assessment based service model linked to funding. The initiative seeks to create a fair, equitable and transparent service and funding system that will support more people and sustain the CLDS program into the future.

**CRITICAL BACKGROUND**

- Family Services has a business plan to improve services and modernize key areas of adult disability-related programming including launching the Supports Intensity Scale (SIS), a validated tool to assess needs of participants, and developing new supportive policies and service definitions.
- BOA has engaged key stakeholders from the community including families, participants and service providers, for their input and feedback into the redevelopment of CLDS.
- Starting January 1, 2016, adults with an intellectual disability who live at home with their families now enter the CLDS program through a new centralized intake process. New entrants participate in a facilitated meeting to conduct a SIS assessment in order to better understand their individual support needs. Those needs are leveled and assigned corresponding funding. The intention is to expand this approach to other participant cohorts in the program.
- The population of individuals with intellectual disabilities in Manitoba is projected to grow from 5,857 in 2015 to over 9,000 by 2025. 23(1)(a), 23(1)(f)

It is anticipated that the BOA transformation, phased in over several years, will assist with cost containment in a program with increasing service demands.

Contact: Michelle Dubik, Assistant Deputy Minister, Community Service Delivery

Date: April 19, 2016

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT: Community Living disABILITY Services – Wage Enhancement Fund**

**ISSUE:**

- The Wage Enhancement Fund (WEF) was launched in January 2015, with an annualized budget of \$6.0 million, to increase the starting wages of direct service staff working for Community Living disABILITY Services (CLDS) agencies that support adults with intellectual disabilities.

**CRITICAL BACKGROUND**

- The WEF is intended to address challenges in attracting and retaining staff and help smaller and rural residential agencies that have historically been unable to offer wages that are competitive with larger agencies.
- The fund currently supports 44 agencies to provide a starting salary of \$13.75 per hour for direct support workers and \$15.13 per hour for house managers.
- The fund is only available to residential service workers as this service area was identified as having the most challenges when the fund was created. The fund does not apply to day service workers, foster care or workers that support individuals in independent living arrangements.
- Several agencies, including Abilities Manitoba, have raised concerns about the exclusion of these workers from the WEF to the department and the media since its inception. In January 2016, Abilities Manitoba organized a letter writing campaign to the Minister advocating the inclusion of all day services staff into the WEF.
- Some unionized agencies indicated their wage costs have increased dramatically because they are required by collective agreements to pay all support workers the same wage rate regardless of which service system they work in. Several agencies have indicated that without additional funding this practice will not be sustainable over the long term and some are re-evaluating the risk of participating in the WEF due to these liability concerns.

Contact: Michelle Dubik, Assistant Deputy Minister

Date: April 18, 2016

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**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT: Community Living disABILITY Services – Day Services Review**

**ISSUE:**

- The Department commenced a review of day services to transform the service into one that will become more efficient and sustainable over the long-term as costs have been rapidly increasing in recent years.

**CRITICAL BACKGROUND**

- There are 63 agencies throughout Manitoba that receive funding from the Department to deliver day services to eligible Community Living disABILITY Services (CLDS) participants. In 2014/15, these agencies expended \$59.8 million to support approximately 3,500 participants.
- Depending on the assessed needs of the individuals, day services can include: supported employment; vocational and training opportunities; personal skills development; recreational or leisure activities; and senior's activities.
- From 2010/11 to 2014/15, there was an 11.2% increase in the number of individuals receiving day services through CLDS. The cost to deliver the service over the same five-year time period increased by approximately 32.9%.
- In December 2015, a draft Interim Report summarizing the review process and the initial findings from the first phase of the review was released to Family Services program and regional staff, participating agencies and Abilities Manitoba.
- The final report is expected to be released in late spring 2016 and will offer recommendations regarding the long-term vision for day services, service models, performance measures and standards, and funding options.

Contact: Michelle Dubik, Assistant Deputy Minister, Community Service Delivery

Date: April 18, 2016

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## **BRIEFING MATERIALS MANITOBA FAMILY SERVICES**

**SUBJECT:** Community Living disABILITY Services - St. Amant Five-Year Plan to Transition Clients to Community Living

**ISSUE:**

- St. Amant has announced a five-year plan to close River Road Place (RRP), a developmental institution for persons with intellectual disabilities, which has placed financial pressures on the Department.

**CRITICAL BACKGROUND:**

- On October 29, 2013, St. Amant announced a plan to close RRP and change its designation from a Developmental Centre to a Health Care Centre. The new centre will serve Manitobans with an intellectual disability or brain injuries who require continuous nursing supports. The new space will also provide more opportunities for respite and crisis stabilization.
- St. Amant intends to reduce the number of residents at RRP to 92 individuals by 2018/19. As at December 31, 2015:
  - 144 adults were residing in RRP;
  - 28 individuals had transitioned into the community for a total annualized cost of approximately \$3.4 million (including residential, day and transportation costs); and
  - 8 individuals had been approved to transition in principle at an annualized cost of approximately \$1.2 million.
- The transition of RRP residents into community-based residential placements has placed additional pressures on Community Living disABILITY Services. The program is continuing to identify existing or develop new community resources and incur additional service costs to assist with the transitions.
- The Department and Manitoba Health are collaborating to develop a project management framework to assist with transitioning residents and to provide a more streamlined approach to funding.

**Contact:** Michelle Dubik, Assistant Deputy Minister, Community Service Delivery

**Date:** April 18, 2016

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## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Residential Care Licensing

**ISSUE:** Changes to the Manitoba Fire Code and Building Code came into effect on April 1, 2016, impacting residential care facilities (other than Host Family Homes) operating under a licence or a letter of approval.

### CRITICAL BACKGROUND

- The National Building Code was adopted as the Manitoba Building Code in November 2010, which introduced more rigorous building and life safety requirements at licensed residential care facilities. Implementation of these new requirements was deferred until additional consultations could be concluded.
- The Minister of Labour and Immigration (LIM) announced the establishment of a Fire Safety Task Force in February 2014, led by the Office of the Fire Commissioner (OFC) in collaboration with the Department of Family Services. The OFC developed a position paper with feedback from various stakeholders that included fire safety recommendations, which the Minister of LIM approved in March 2015.
- The new Manitoba Building Code and Fire Code came into effect on April 1, 2016. To align with the new codes, the Department amended the Residential Care Facilities Licensing Regulation. The amendments include: the introduction of the definition of "Host Family Home", the exclusion of Host Family Homes from the Building Code and Fire Code, and changing the maximum occupancy thresholds for letters of approval from three to four residents, as well as for licences from four to five residents.

- 23(1)(a), 23(1)(f)

The Life Safety Initiative

fund, which the Department administers, allocates \$417.0 annually for fire and life safety enhancements for residential care licensing. This budget will be used to offset some of the costs associated with retrofitting adult facilities.

Contact: Michelle Dubik, Assistant Deputy Minister, Community Service Delivery

Date: April 18, 2016

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*The Freedom of Information and Protection of Privacy Act.*

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Caseload Growth and Waitlists for Services

**ISSUE:**

- The caseloads, workloads and waitlists for services of all Family Services programs have increased over the past decade with no corresponding increase in the workforce supporting these cases (except in Child and Family Services where the staffing model does account for volume adjustments).

**CRITICAL BACKGROUND:**

- Increasing caseload pressures have an impact on employee performance and participant outcomes.
- In some programs caseload increases have been substantial in recent years. For example, the caseload for Employment and Income Assistance Centralized Services has more than doubled since April 2011, increasing from 2,583 participants to 5,530 participants in April 2016.
- Many non-mandated services are also experiencing wait lists for case management and clinical services (e.g. MarketAbilities and Children's Disability Services). The wait for behavioural services is up to two years depending on assessed need. Winnipeg Preschool Autism Outreach Services anticipate that 25% of the children on their waitlist for services will be too old to meet eligibility criteria by the time they are able to be seen.
- Leadership has a number of initiatives underway to transform service models, lean processes and mitigate the impact of waiting. In addition, operations continues to prioritize core services and reallocate resources to best meet citizen needs.

Contact: Michelle Dubik, Assistant Deputy Minister, Community Service Delivery

Date: April 20, 2016

**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Community Service Delivery Human Resourcing Challenges

**ISSUE:**

- Human resource issues permeate all areas of the Community Service Delivery (CSD) division including meeting employment equity targets, workload challenges, protracted timelines for filling vacancies, collective bargaining and addressing employee concerns.

**CRITICAL BACKGROUND**

- CSD continues to aim toward a workforce that is representative of the diversity of Manitoba's population and the participants that receive services through its programming. CSD uses employment equity hiring practices to increase representation from indigenous people, persons with a disability and visible minorities.
- CSD is challenged to meet the needs of increasing volume and complexity of cases as well as increases in service expectations from families and participants. Historical staffing over the past decade has included approximately \$600.0 to \$700.0 in Step-Student funding along with the significant use of extended FTEs. As the divisions turnover allowance has increased, the use of Step Students and extended FTEs has decreased while caseloads have grown.
- Positions often remain vacant for several months following an employee's departure, putting great demands on the remaining employees to cover the workload.

23(1)(d)

Contact: Michelle Dubik, Assistant Deputy Minister, Community Service Delivery

Date: April 19, 2016

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## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT: ACCESS Centres and Integrated Sites in Winnipeg**

**ISSUE:**

- Family Services (FS) and Winnipeg Regional Health Authority (WRHA) staff are in nine co-located centres in Winnipeg. The services at each site vary depending on the progress of establishing new centres.

**CRITICAL BACKGROUND**

- Six of the nine co-located sites are ACCESS centres. FS and WRHA community-based programs, including Primary Care, are provided at these sites. They are located in River East, Transcona, Downtown East, Nor'West, Winnipeg West and most recently St. Boniface. ACCESS Nor'West and ACCESS Winnipeg West also have a child care centre.
- The remaining three sites are integrated Health and Social Service centres with the same services as ACCESS Centres with the exception of Primary Care. They are located in River Heights/Fort Garry, Seven Oaks, and Downtown West.
- Through an agreement with Jobs and the Economy, FS continues to deliver the Employment and Income Assistance Program and market *Abilities* through its integrated regional/area service delivery system. The Child and Family Services (CFS) service units from Winnipeg Child and Family Services, under the General CFS Authority, are located at only six of the nine co-located sites. A community area director is responsible for all of the programs and staff from FS and WRHA (except CFS).
- A new ACCESS centre serving River Heights/Fort Garry is scheduled to open in summer 2016. Specialized Services for Children and Youth (SSCY), a one-stop rehabilitation centre for children with disabilities, is also expected to open in summer 2016. SSCY includes a Before and After School child care program.
- The WRHA pays the costs to design and build the sites while FS is responsible for a proportionate share of one time project costs, such as design fees and installation of a new Provincial data network, based on the number of staff in the building. The salaries and benefits and other operating costs of the management team are cost shared at 75% (WRHA) and 25% (FS).

Contact: Michelle Dubik, Assistant Deputy Minister, Community Service Delivery

Date: April 19, 2016



## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Block by Block Initiative

**ISSUE:**

- The Block by Block Initiative is co-led by the Ministers of Family Services and Justice.

**CRITICAL BACKGROUND**

- Block by Block is a three-year pilot project launched in November 2013 to improve community safety and reduce poor citizen outcomes through collaboration between sectors, improve system policies and improve the delivery of government programs, as well as to increase community engagement and capacity.
- Thunderwing is the first project of the Block by Block initiative and is specific to the William Whyte and Dufferin neighborhoods. It aims to increase community safety and improve family well-being by working with families whose identified goals have not been addressed due to system barriers. Senior service delivery representatives (a committee called the Hub) share information and solve problems as a collective group, to mobilize and coordinate existing resources across sectors to give families in this neighborhood the support they need so they can prevent and permanently stabilize crisis situations.
- The Thunderwing Hub identifies and documents systemic barriers that compromise community safety and family well-being. These issues are presented to the Centre of Responsibility to review and make recommendations for action and ratification.
- Block by Block is governed by a Steering Committee co-chaired by the Ministers of Family Service and Justice with responsibility for leadership and governance.
- There are requests to expand Block by Block to additional neighborhoods.
- Funding of \$200.0 annually is administered by Manitoba Justice. Staffing resources have been seconded from Manitoba Justice, Children and Youth Opportunities, and the Winnipeg Police Service.

Contact: Michelle Dubik, Assistant Deputy Minister, Community Service Delivery

Date: April 18, 2016

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**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Disabilities Issues Office (DIO)

**ISSUE:** Activity Overview

**CRITICAL BACKGROUND:**

- The DIO supports the Minister responsible for Persons with Disabilities (Minister) in:
  - Overseeing the implementation of *The Accessibility for Manitobans Act (AMA)*;
  - identifying and addressing issues affecting persons with disabilities;
  - ensuring the development of disability inclusive policies and programs; and,
  - promoting a vision of a fully accessible Manitoba.
- The DIO had a budget of \$634.0 in 2015/16 and a total of 6 FTEs, as well as the Special Advisor on Disability Issues. Its primary activities fall into 4 categories:
  - (1) **Development of the AMA and Accessibility Standards:**
    - Providing secretarial support to the Accessibility Advisory Council, which makes recommendations on the structure and content of accessibility standards;
    - preparing documents for public consultation and reports to and from government; and,
    - considering options to guide the introduction of a compliance regime.
  - (2) **Public Sector Implementation of the AMA:**
    - Reaching all public sector organizations with information, training and support to meet Accessibility Plan deadlines in 2016 and 2017 (2,500 individuals reached);
    - creating, or supporting the creation of, new tools and resources in a variety of accessible formats, including on-line and video; and,
    - assisting the Civil Service Commission to develop the Manitoba Government Accessibility Plan and to provide training in accessible customer service.
  - (3) **Public Awareness of the AMA:**
    - Creating new guides and tools for the Accessibility Standard on Customer Service, launched November 1, 2015, with one year for compliance by government, two years for public sector organizations and three years for the private sector;
    - expanding information and resources on [www.AccessibilityMB.ca](http://www.AccessibilityMB.ca);
    - developing DIO's FaceBook and Twitter social media presence; and,
    - partnering with the United Way and crown corporations on other public education.
  - (4) **Promotion of Disability Inclusion:**
    - Working with colleagues to ensure disability inclusive planning and implementation in government and in the community;
    - facilitating awareness in government of disability priorities
    - celebrating Manitoba Access Awareness Week, first week of June, and International Day of Persons with Disabilities, December 3<sup>rd</sup>; and,
    - responding to approximately 3,000 public inquiries per year.

Contact: Yutta Fricke, Executive Director  
Disabilities Issues Office, Phone: (204) 945-8275

Date: April 19, 2016

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**BRIEFING MATERIALS  
MANITOBA FAMILY SERVICES**

**SUBJECT:** Development of an Accessibility Standard in Employment

**ISSUE:** 2016 Public Consultations

**CRITICAL BACKGROUND:**

- *The Accessibility for Manitobans Act* introduces accessibility standards that will be developed in five areas: customer service, employment, information and communication, transportation and the built environment. Each standard acts as a regulation that sets out who must do what by when in order to comply.
- In December 2014, the Minister responsible for Persons with Disabilities (Minister) identified employment as the second area for standard development, following the launch of the Accessibility Standard in Customer Service November 1, 2015.
- The standard development process begins with (1) a seed document from which Council develops (2) an initial proposed standard for public consultation. (3) Council considers public feedback to develop a report and recommendations to the Minister. (4) The Minister uses this report as the basis for a Government proposed standard. (5) The public has another 60 days to provide feedback. (6) The minister, in consultation with the Council, makes any amendments it considers appropriate before (7) presenting the standard to Cabinet for establishment as a regulation.
- In September 2016, the Accessibility Advisory Council (Council) created the Employment Standard Development Committee (ESDC), including Council and employment experts, to develop a proposed accessibility standard in employment (proposed standard).
- Council provided the ESDC a seed document that focused on employment barriers affecting recruitment, hiring, and retention, as per the model from Ontario.
- ESDC submitted its recommendations for a standard to council on March 22, 2016.
- Following small amendments, all but one council member accepted the recommendations as the basis for a public consultation on a proposed standard.
- The Association of Manitoba Municipalities (AMM) disagreed, as it would like an initial period for internal AMM review and approval prior to public consultation.
- Other council members argue that the AMM's proposal provides an unfair advantage to organizations represented on council; AMM is welcome to respond formally during the consultation period. Various exchanges among office staff, representatives of Council and the AMM occurred in April 2016, without resolving the AMM's issues.
- The AMM would like to discuss the matter further with the minister. The Council would like the opportunity to meet with the minister before a meeting takes place with the AMM.

Contact: Yutta Fricke, Executive Director, DIO  
Phone: (204) 945-8275

Date: April 19, 2016

## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Background on Manitoba Status of Women

**ISSUE:**

- Manitoba Status of Women works across government, with other levels of government, and in partnership with the community through the Manitoba Women's Advisory Council to promote gender equality and the equal participation of all women in society, improve the economic, legal, social and health status of women and contribute to ending exploitation and violence against women.

### CRITICAL BACKGROUND

- Manitoba Status of Women (MSW) came into existence on April 1, 2008 through the amalgamation of the Manitoba Women's Directorate and Manitoba Women's Advisory Council (MWAC).
- At that time, offices were co-located and staff positions streamlined to ensure efficient and effective coordination of research, policy and program efforts across government and community. MSW currently has 9 FTEs and its 2015/16 budget was \$998.0.
- MWAC works within MSW, and MSW staff provides the Council with administrative, research and policy support. It is made up of a chairperson and community members (up to 18 in total) appointed by the provincial government. It operates under *The Manitoba Women's Advisory Council Act*.
- Nadia Kidwai is currently the Chairperson of the Council. She reports directly to the Minister responsible for the Status of Women, and works in cooperation with MSW's Executive Director to achieve the goals of the Council.
- MWAC serves as an advisory body to government on issues of concern to women, and works to enhance the overall status of women in Manitoba. It meets six times throughout the fiscal year. Members reflect the cultural diversity of Manitoba women and come from rural, urban and northern communities.
- Current priority areas of work for MSW include: advancing recruitment and retention of women in skilled trades, through supports for trades apprentices as well as employers; addressing sexual violence in public spaces through leadership of the Winnipeg Safe Cities Program (UN Safe Cities Initiative); and promoting awareness of healthy relationships and men's role in ending violence against women through the Break the Silence campaign with the Winnipeg Blue Bombers.
- MSW also coordinates commemorative events on behalf of the Minister responsible for the Status of Women (e.g. International Day of the Girl, Women's History Month, December 6 Memorial, International Women's Day, Sexual Assault Awareness Month).

Contact: Crystal Gartside, A/Executive Director, Manitoba Status of Women

Date: April 19, 2016

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## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT: Winnipeg Safe Cities Program (UN Safe Cities Initiative)**

### ISSUE:

- The Winnipeg Safe Cities Program works alongside community partners and across various levels of government to develop innovative, evidence-based approaches to preventing and responding to sexual violence in public spaces.
- As a lead partner, Manitoba Status of Women (MSW) is currently working with the City of Winnipeg and other stakeholders to plan intervention design workshops as the next phase of the Program. These workshops will enable us to report back to the community on research results and progress, and to seek their input on additional interventions that may be required.

### CRITICAL BACKGROUND

- The Winnipeg Safe Cities Program aims to reduce sexual violence against women in public spaces using local partnerships, research, awareness, and, program and policy development. The goals of the program are to reduce sexual harassment and other forms of sexual violence against women and girls in public spaces, help women feel safer and improve their freedom of movement, improve reporting rates for incidents of sexual violence, and improve public understanding of the consequences of sexual violence.
- MSW and the City of Winnipeg (Councillor Cindy Gilroy) co-lead the initiative in partnership with a diverse steering committee including the Winnipeg Police Service, Klinik Community Health Centre, Ka Ni Kanichihk, the Sexual Assault Nurse Examiner Program (SANE) at the Health Sciences Centre, the University of Winnipeg, other government departments, and community stakeholders.
- The Program is initially focused on a five-neighbourhood area which has the highest rates of reported sexual assault: Portage South, Portage Ellice, Spence, Central Park and West Alexander.
- Early achievements of Winnipeg Safe Cities include: completion of a scoping study, which included focus groups with women from diverse backgrounds in the intervention area, development of an innovative Indigenous-led program for women who have experienced sexual violence, working with City of Winnipeg transit officials on the development of training materials on gender-based violence and public safety, and launching a comprehensive sexual assault website.
- In December 2013 Winnipeg was the first city in North America to join the UN Safe Cities and Safe Public Spaces Initiative. This global initiative is coordinated by UN Women and works with municipalities and other partners around the world.

Contact: Crystal Gartside, A/Executive Director, Manitoba Status of Women

Date: April 19, 2016

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## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Office to Advance Tradeswomen

**ISSUE:**

- Jobs and the Economy (Apprenticeship Manitoba) and Family Services (Manitoba Status of Women) are proposing to jointly fund an Office to Advance Tradeswomen at a total annual cost to government of \$150.0 for a five-year pilot project starting in 2016/17.
- The funding would be allocated to *Build Together*, a Canada's Building Trades Unions (CBTU) initiative, and would be used to support the salary and benefits costs of two coordinators, one based in Winnipeg and one based in The Pas. *Build Together* would recruit other funding partners to provide financial and in-kind supports to cover operational costs and office space.
- Treasury Board approval would be required for this initiative.

**CRITICAL BACKGROUND**

- Manitoba Status of Women (MSW) could contribute \$100.0 to these annual costs. The funds could be redirected from MSW's previous Training for Tomorrow Scholarship program for women in non-traditional trades, which has been on hold pending a review of options for other trades-related programming.
- As of March 31, 2015 there were 1,168 women apprentices registered in Manitoba, accounting for less than 11% of all active apprentices in the province. Among 'non-traditional trades' in the construction, manufacturing and transportation sectors, women accounted for less than 4% of all apprentices in 2014/15, meaning that women were outnumbered by men by approximately 30:1.
- Increasing the presence of women in non-traditional trades is integral to meet the ongoing and future skilled labour demands in Manitoba and to support women to enter well-paying, skilled occupations in industries that will narrow the gender wage gap.
- *Build Together* works across Canada, and has developed expertise, knowledge and tools in coaching and mentoring women, as well as advising and training employers to create environments which will address workplace barriers to recruiting and retaining women in the trades. *Build Together* would work in partnership with existing trades-related stakeholders across Manitoba; in particular, to build partnerships with Indigenous organizations and others promoting trades training in the north.
- The Office to Advance Tradeswoman is one component of a proposed strategy to advance women in non-traditional trades that includes hiring incentives to employers, financial supports for women apprentices, exposure of young women to trades and high school apprenticeship programs, and increased support for training women college instructors to provide mentorship and role models.

**Contact:** Crystal Gartside, A/Executive Director, Manitoba Status of Women

**Date:** April 19, 2016

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## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Break the Silence Partnership with Winnipeg Blue Bombers

### ISSUE:

- In November 2015 the Winnipeg Blue Bombers launched a three-year expansion of the *Break the Silence on Violence against Women* campaign, in partnership with Manitoba Status of Women (MSW).
- The expansion includes interactive educational workshops in Manitoba high schools (grades 9-12) delivered by members of the Winnipeg Blue Bombers. Between February and May 2016 workshops will have taken place in eleven high schools in Winnipeg and surrounding areas. More workshops are planned for the fall of 2016, and will include rural and northern high schools.
- New public awareness materials, including public service announcements, are also in development, and will focus on topics such as healthy relationships, family violence and sexual assault.

### CRITICAL BACKGROUND

- *Break the Silence* is a bystander intervention campaign which aims to educate youth and adults about taking action on violence against women, including the role men can play in building safe, inclusive environments through understanding, offering support, and leading by example.
- MSW has committed \$50.0 per year for three years (2015 – 2018) to this initiative, and the Winnipeg Blue Bombers also received \$241.0 over three years from Status of Women Canada's Working in Partnership to End Violence against Women and Girls call for proposals.
- Manitoba first partnered with the Winnipeg Blue Bombers in 2012-13 on the *Break the Silence on Violence Against Women* public awareness campaign. The campaign included a series of videos and posters featuring Blue Bomber players, along with advertising inside Winnipeg transit buses and convenience stores.
- Manitoba's *Break the Silence* campaign is modeled after the *Be More Than a Bystander* campaign in British Columbia (BC), an initiative between Ending Violence Against Women (EVA) BC and the BC Lions.

Contact: Crystal Gartside, A/Executive Director, Manitoba Status of Women

Date: April 19, 2016

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## BRIEFING MATERIALS MANITOBA FAMILY SERVICES

**SUBJECT:** Manitoba's Multi-year Domestic Violence Prevention Strategy

**ISSUE:**

- In 2012, Manitoba Status of Women (MSW) led the development of Manitoba's Multi-year Domestic Violence Prevention Strategy in partnership with other areas of government (e.g. Justice, Family Violence Prevention Program). Since that time, numerous strategy commitments have been completed or are in progress.

**CRITICAL BACKGROUND**

- The strategy included initiatives to enhance supports for victims and families; interventions for people with abusive behaviours; and awareness, prevention and training efforts. Key achievements include enhancing sexual assault prevention efforts, and developing public awareness that engages men and boys as allies:
  - Manitoba ran the "Who Will You Help" public service announcements in November and December 2015.
  - In January 2016, MSW released the "You Are Not Alone" website on sexual assault, which offers a one-stop resource for social, legal and health-related information on sexual violence.
  - Manitoba hosted the Sexual Violence Knowledge Exchange with federal-provincial-territorial partners in June 2015 to increase national momentum.
  - A renewed "Break the Silence" campaign and partnership with the Winnipeg Blue Bombers was announced in October 2015 (an expansion of the 2012 campaign).
- *The Domestic Violence and Stalking Amendment Act* received royal assent on March 15, 2016. This legislation made a number of changes to the process for obtaining protection orders.
- Manitoba Justice is also proposing additional measures that would strengthen commitments under the strategy, including an enhanced province-wide domestic violence training program for police officers, as well as greater use of more advanced electronic monitoring of offenders.
- Manitoba has the second highest rate of police-reported intimate partner violence among the Canadian provinces, with a rate of 499.9 per 100,000 population. Saskatchewan has the highest provincial rate.

Contact: Crystal Gartside, A/Executive Director, Manitoba Status of Women

Date: April 19, 2016

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