

WEN: DE THE JOURNEY CONTINUES

THE NATIONAL POLICY REVIEW ON
FIRST NATIONS CHILD AND FAMILY SERVICES
RESEARCH PROJECT: PHASE THREE

LOXLEY, J.; DERIVIERE, L.; PRAKASH, T.;
BLACKSTOCK, C.; WIEN, F. & THOMAS PROKOP, S.

1st Edition

Exhibit: *National Inquiry into Missing and
Murdered Indigenous Women and Girls*

Location/Phase: Part 3: Toronto

Witness: Cindy Blackstock

Submitted by: Christa Big Canoe

Add'l info: P03 P03 P03 61

Date: JUN 13 2018

Initials

I/D

Entered

63

55(9)

FIRST NATIONS CHILD & FAMILY
CARING SOCIETY OF CANADA

COPYRIGHT

First Nations Child and Family Caring Society of Canada © 2005

ISBN 0-9732858-3-4

All rights reserved.



**FIRST NATIONS
CHILD & FAMILY
CARING SOCIETY
OF CANADA**

Suite 1001 75 Albert Street

Ottawa ON K1P 5E7

Phone: (613) 230-5885

URL: www.fncfcs.com



HONOURING

The First Nations Child and Family Caring Society of Canada gratefully acknowledges the assistance of Jonathon Thompson, Pam Hunter and Meredith Porter from the Assembly of First Nations; Vince Donoghue and Daryl Hargitt from the Department of Indian and Northern Affairs; Elder Donald Horne, First Nations Director's representative, and the members of the National Advisory Committee on the Joint National Policy Review and the Funding Design Team for their assistance in completing this research project.

Special acknowledgement to the following talented team of researchers who gave generously of their time and talent to make Phase Three of the Wen:de project possible:

Dr. John Loxley

Dr. Linda DeRiviere

Dr. Fred Wien

Tara Prakash

Shelley Thomas Prokop

Valerie Lannon

Kathryn Irvine

Richard De La Ronde

Melanie Vincent

Judy Levi

Raina Loxley

Rachel Levasseur

Carolyn Bohdonovich

April Whitehead

Eileen Vanderburgh

WEN: DE THE JOURNEY CONTINUES

TABLE OF CONTENTS

<u>HONOURING</u>	<u>2</u>
<u>WEN:DE - THE JOURNEY CONTINUES</u>	<u>7</u>
<u>RESEARCH TEAM</u>	<u>8</u>
<u>METHODOLOGY</u>	<u>9</u>
<u>CONSULTATIONS</u>	<u>10</u>
<u>LIMITATIONS TO RESEARCH</u>	<u>11</u>
<u>ANALYSIS OF THE THREE FUNDING FORMULA OPTIONS</u>	<u>11</u>
<u>OPTION ONE: REDESIGN OF THE DIRECTIVE</u>	<u>11</u>
<u>OPTION TWO: TYING FIRST NATION AGENCY FUNDING TO PROVINCIAL FORMULAE</u>	<u>12</u>
<u>OPTION THREE: DEVELOPING A FIRST NATIONS FUNDING MODEL</u>	<u>14</u>
<u>OVERVIEW OF RECOMMENDED REFORMS TO DIRECTIVE 20-1</u>	<u>15</u>
<u>POLICY CHANGE OR CLARIFICATION RECOMMENDATIONS</u>	<u>15</u>
<u>ECONOMIC REFORMS TO THE FUNDING FORMULA (DIRECTIVE 20-1)</u>	<u>18</u>
<u>1. INFLATION ADJUSTMENT</u>	<u>18</u>
<u>2. IN HOME, AND COMMUNITY, INTERVENTIONS FOR ABUSED AND NEGLECTED CHILDREN (PREVENTION AND LEAST DISRUPTIVE MEASURES)</u>	<u>19</u>
<u>OPTION #1: A MULTI-DISCIPLINARY APPROACH TO FUNDING</u>	<u>21</u>
<u>ASSUMPTIONS</u>	<u>21</u>
<u>RESULTS</u>	<u>22</u>
<u>EXPENDITURE INCREASES OVER THE CURRENT LEVEL OF FUNDING AT THE NATIONAL LEVEL</u>	<u>22</u>
<u>3. SMALL AGENCY ADJUSTMENTS (AGENCIES WITH STATUS INDIAN CHILD POPULATION BELOW 801)</u>	<u>23</u>
<u>TABLE 5 - WHY THE FIXED AMOUNT IS INADEQUATE</u>	<u>24</u>
<u>4. OPERATIONS BASE AMOUNT (CURRENTLY AT 143K PER ANNUM)</u>	<u>24</u>
<u>TABLE 6 - PROPOSALS AND SHORTFALL</u>	<u>25</u>
<u>5. CHILDREN IN COMMUNITIES NOT SERVED BY FNCFS</u>	<u>25</u>
<u>6. REMOTENESS FACTOR</u>	<u>25</u>
<u>TABLE 8 - AVERAGE REMOTENESS</u>	<u>25</u>
<u>7. MIS CAPITAL COSTS</u>	<u>26</u>

WEN: DE THE JOURNEY CONTINUES

TABLE OF CONTENTS CONTINUED

8. CAPITAL COSTS (BUILDINGS, VEHICLES AND OFFICE EQUIPMENT)	28
9. EXTRAORDINARY COSTS	29
10. LIABILITY COSTS ARISING FROM CHILD WELFARE	30
11. CULTURALLY BASED STANDARDS	30
12. ORGANIZATIONAL LEARNING AND NETWORKING	31
13. RESEARCH	31
14. EVALUATION AND OUTCOMES	32
15. SUMMARY OF PROPOSED REFORMS TO THE DIRECTIVE	32
<u>ANTICIPATED OUTCOMES AND BENEFITS OF DOING EVERYTHING</u>	<u>34</u>
<u>COST OF DOING NOTHING</u>	<u>35</u>
<u>CONCLUDING REMARKS</u>	<u>35</u>
<u>REFERENCES</u>	<u>37</u>

APPENDICES

APPENDIX A: INFLATION WORKSHEETS	39
APPENDIX B: LEAST DISRUPTIVE MEASURES AND PREVENTION TABLES	41
APPENDIX C: SMALL AGENCIES TABLES	68
APPENDIX D: OPERATIONS BASE AMOUNT TABLES	72
APPENDIX E: REMOTENESS TABLES	76
APPENDIX F: MIS CAPITAL TABLES	130
APPENDIX G: CAPITAL COST TABLES	178
APPENDIX H: CHILD WELFARE LIABILITY SUMMARY	184
APPENDIX I: COST OF PROPOSALS TABLES	189

WEN:DE
COMING TO
THE LIGHT OF DAY
THE JOURNEY
CONTINUES

INTRODUCTION

One in ten Status Indian children in three sample provinces were in child welfare care as of May 2005 compared to one in two hundred non Aboriginal children (Blackstock, Prakash, Loxley and Wien, 2005). National data suggests there are three times the number of Aboriginal children in care than there were at the height of residential school operations (Blackstock, 2003) and the child in care admission rates for Status Indian children resident on reserve are increasing at the staggering rate of 71% over a six year period (McKenzie, 2002). The good news is that recent research has identified the reason why so many Aboriginal children are coming into care and suggests what can be done to turn the tide. Data from the Canadian Incidence Study on Reported Child Abuse and Neglect indicate that Aboriginal children are less likely to be reported to child welfare authorities for physical or sexual abuse than non Aboriginal children but are twice as likely to experience neglect (Trocme, Knoke and Blackstock, 2004; Trocme, Fallon, McLaurin and Shangreux, 2005). Addressing neglect involves providing a continuum of multidisciplinary services that consider risks at the level of the child, the family as well as structural risks such as poverty and poor housing. Researchers have continually identified an increase in targeted in home support services for neglected children and their families as a key step in reducing the numbers of Aboriginal children in care over time (McKenzie, 2002; Shangreux, 2004; Blackstock and Trocme, 2005).

The Joint National Policy Review of First Nations Child and Family Services (NPR) (McDonald and Ladd, 2000) confirmed that the current funding formula, Directive 20-1 (hereinafter called the Directive), did not provide sufficient funding for First Nations Child and Family Service Agencies (FNCFSAs) to deliver culturally based and statutory child welfare services on reserve to a level comparable to that provided to other Canadians. Moreover, the NPR validated First Nations child and family service agency reports that the Directive did not adequately fund in home interventions for abused and neglected children known as least

disruptive measures. These services are required by child welfare statute in order to give children the best chance to live safely at home but are not funded by the Directive.

Upon the completion of the Joint National Policy Review on First Nations Child and Family Services (McDonald and Ladd, 2000), a National Advisory Committee (NAC) was formed to implement the NPR recommendations. The NAC is co-chaired by the Assembly of First Nations (AFN) and the Department of Indian Affairs and Northern Development (INAC) and includes representatives from INAC regions and First Nations Child and Family Service Agencies (FNCFSAs). In September of 2004, the NAC commissioned the First Nations Child and Family Caring Society of Canada (www.fncfcs.com) to complete a comprehensive research project aimed at providing evidence based recommendations to improve the current INAC funding formula for FNCFSA.

This report presents the final findings of a three phase research project which was designed to inform analysis of three funding formula options for First Nations child and family services. Phase One of the research project focused on the identification of three funding formula options and the identification of the research questions that needed to be addressed to inform each option. Phase 2 focused on the response to these research questions and Phase 3 involved the development, and costing of the recommended changes.

The proposed funding formula options arising from Phase One are:

- 1) **Redesign the Directive:** Redesigning the current INAC funding formula Directive 20-1 to reflect the recommendations of the Joint National Policy Review conducted in June 2000.
- 2) **The Provincial Model:** Identify the provincial funding formulas used in each region and apply the respective formula to First Nations Child and Family Service Agencies
- 3) **The First Nations Model:** An entirely new funding formula designed to meet the specific needs of First Nations Child and Family Service Agencies in Canada.

The researcher questions identified in Phase 1 were answered in Phase 2 of the research project with findings of the research documented in the *Wen:de* report completed in August of 2005. The third and final phase of the research project, Phase 3, involved conducting a national survey of First Nations Child and Family Service Agencies (excluding Ontario) and running economic analysis to develop recommendations for a new funding formula and quantify the cost implications.

This report summarizes the results of Phase 3 and is prepared for INAC to inform the development of a Memorandum to Cabinet seeking authority to implement the recommended improvements to the funding formula for First Nations Child and Family Service Agencies approved by the National Advisory Committee. The report begins by introducing research aims, the research team, method, and limitations of the research before presenting an evidenced based analysis of why the redesign of Directive 20-1 option is being recommended as compared to the other two funding formula options. Finally, recommendations for reforms to Directive 20-1 are described, supporting evidence is identified and calculations to arrive at cost implications are provided.

RESEARCH TEAM

Throughout the three phases of the research project, a team of researchers with expertise in a wide range of academic, policy and practice disciplines were engaged. The principal investigators for Phase 3 were:

1. Dr. Fred Wien, Dalhousie University, School of Social Work
2. Dr. John Loxley, University of Manitoba, Faculty of Economics
3. Dr. Nico Trocme, McGill University, School of Social Work
4. Cindy Blackstock, First Nations Child and Family Caring Society of Canada
5. Dr. Linda DeRiviere, University of Manitoba, Faculty of Economics
6. Tara Prakash, University of Manitoba, Faculty of Economics

The principal investigators were assisted by the following researchers:

1. Valerie Lannon, Lannon and Associates, British Columbia
2. Kathryn Irvine (Phd Candidate), Alberta
3. Shelley Thomas Prokop, consultant, Saskatchewan
4. Richard De La Ronde, FNCFCS research assistant, Manitoba
5. Melanie Vincent, Gripma consulting, Quebec
6. Judy Levi, Regional coordinator, New Brunswick
7. Dr. Barbara Fallon, University of Toronto, Faculty of Social Work
8. Bruce Maclaurin, University of Calgary
9. Raina Loxley, student, Manitoba
10. Rachel Levasseur, student, Ottawa

METHODOLOGY

In the third phase, a national survey instrument was developed for First Nations Child and Family Service Agencies in Canada (excluding Ontario). The instrument leveraged Phase 2 research results and was developed in consultation with project researchers and key informants. The phase three survey instrument was compiled as a select version of the second phase instrument, focusing on areas requiring additional information identified by agencies and/or the research team.

The purposes of the third phase survey instrument were:

- 1) To quantify the economic implications of introducing various changes to the funding formula for FNCFSA and what revenue needs would need to be addressed by INAC
- 2) To strengthen the evidence base for recommended changes to the funding formula.

Specifically, the survey instrument contained 13 sections exploring the following topics:

- Demographics of the agency
- Remoteness
- Management information systems

- Records management
- Extraordinary costs
- Legal costs
- Capital costs
- Salaries and benefits
- Jurisdictional disputes
- Standards, cultural appropriateness and program evaluation
- Least disruptive measures and prevention
- Keeping pace with provincial legislation
- Agency contributions

The survey used a mixed methods approach, employing both qualitative and quantitative questions. This approach was used to ensure FNCFSA had the opportunity to describe their particular agencies and unique situations, while allowing the researchers to analyze the information effectively. When applicable, some sections were dominantly qualitative to gauge the need for specific services and the implications if such services were provided. This was the case in many questions relating to extraordinary costs, standards, cultural appropriateness and program evaluation. There were also several questions that were more quantitative in nature such as: salaries and benefits, capital costs, and legal costs, to accurately capture the current revenue needs and expenses of First Nations Child and Family Service Agencies.

The survey instruments, available in both official languages, were sent out to 93 First Nations Child and Family Service Agencies in Canada. Researchers in each province were retained to support agencies in the completion of the survey via the phone or site visits if required. Researchers contacted each agency, in the language of their preference, to ensure they received the survey, offered assistance to complete it, reviewed survey returns to ensure that as many questions as possible had been answered and returned the surveys to FNCFCS. The survey was also available in electronic form format on the FNCFCS website in both French and English. Accessibility to the web-based survey was checked using several different computer programs and access systems throughout the period the survey was being conducted in



order to ensure that agencies using different computer systems had access. Participating agencies received no financial compensation for their participation, however, notes of appreciation were sent to all respondents.

1. This methodology garnered 35 completed surveys – or 36 % of the population of FNCFSA. This is remarkable given the short time frame for completion of the surveys (one month) and the fact that the survey was administered during the summer months when many staff take holidays. An analysis of the survey response rates indicates that the sample covers 35 agencies, 32,575 children, 146 bands and \$28.6 million in operating funds.
2. It is highly representative of the Atlantic region, very representative of Saskatchewan, Quebec and BC.
3. It is moderately representative of Manitoba and greatly under-represents Alberta.
4. Nationally however, (excluding Ontario) it covers 38% of all FNCFSA, 49% of all bands, 31.4% of all children 0-18 and 28.7% of all funding for operations.
5. It is a little under-representative of FNCFSA and bands in remote areas because of the over-representation of the Atlantic region.
6. For the same reason it over-represents very small FNCFSA, with under 250 children and under-represents agencies with in excess of 800 children.
7. In order to assess more systematically how representative of the total population our sample was, a number of statistical tests were performed.

In conclusion, the survey sample for Phase three is representative for most purposes and can be relied upon with confidence.

The survey results are reported in aggregate form throughout this report in order to respect the anonymity of respondents.

CONSULTATIONS

In July of 2004, the Chiefs in Assembly at the Assembly of First Nations Annual General Assembly passed Resolution #23 that supported the full implementation of the recommendations of the Joint National Policy Review on First Nations Child and Family Services.

During the process of this research, the research team has incorporated consultations with national samples of First Nations Child and Family Service Agencies at each stage of the research:

Phase One: Interviews with five First Nations Child and Family Service Agencies located in Nova Scotia, Manitoba, Saskatchewan, Alberta and British Columbia

Phase Two: Case studies of 12 First Nations Child and Family Service Agencies located in New Brunswick, Nova Scotia, Quebec, Manitoba, Saskatchewan, Alberta and BC along with focused interviews on specific projects with over 50 staff members or contractors of First Nations Child and Family Service Agencies. All provinces were also invited to participate in case studies in Phase two. Academic experts were consulted for the prevention project and for the analysis of jurisdictional issues.

Phase Three: National survey instrument sent to 93 First Nations Child and Family Service Agencies in Canada and completed by 35 of them.

In addition, the National Advisory Committee and Funding Design Team as well as representatives of the Assembly of First Nations and INAC were consulted on research design, methodology and results during each phase of the research program.

The results of Phase 2 were also presented to the Assembly of First Nations Chiefs Task Force on Child Welfare, the Treaty Seven FNCFSA directors and several presentations are scheduled with FNCFSA in the coming weeks. To date the research findings have been very well received by

First Nations Child and Family Service Agencies across Canada.

LIMITATIONS TO RESEARCH

This research report represents the best evidence that was possible to collect and analyze within the one year time frame for the project including the two and one half month time period for the completion Phase Three of the work.

This research project does not include Ontario (as it is funded under a separate funding arrangement), has not specifically focused on foster care costs nor has it analyzed the proposed block funding methodology. Dr. Brad McKenzie (2002) prepared a report to inform block funding and cautions that this approach, whilst having benefits of increased flexibility, is not appropriate for all First Nations Child and Family Service Agencies (i.e. small agencies, new agencies, agencies lacking a long term track record that allows for accurate prediction of future costs (thus setting a reasonable base amount for the block.)

Moreover, our research assumes that there will be no cuts affecting the current level of funding. Pursuing a reduction in the current funding envelope would require detailed analysis in partnership with First Nations child and family service agency directors and econometricians in order to ensure that proposed changes do not erode the beneficial outcomes of the funding formula recommendations outlined in this research report.

ANALYSIS OF THE THREE FUNDING FORMULA OPTIONS

One of the principal objectives of Phase One was to identify three different approaches or models to funding FNCFS – models that would fit the circumstances of multiple agencies serving different size populations and spread out across the country. Through the case studies that were carried out in Phase One, three options were identified:

- (1) **Redesign of the Directive:** The existing funding formula, but with the limitations of the formula addressed

- (2) **Linking to Provincial Funding Formulas:**

Tying the funding of First Nation agencies to the formula used by the province in which the First Nation agency is located

- (3) **First Nations Funding Formula:** Developing a new formula from scratch that is specifically geared to the cultures and circumstances of First Nation communities.

The following section outlines how the research supports our recommendation to redesign the Directive whilst providing a foundation for the development of a First Nations based formula over time.

OPTION ONE: REDESIGN OF THE DIRECTIVE

The problems with the existing funding formula have been thoroughly documented in the report on the National Policy Review (McDonald and Ladd, 2000). In addition, the critique was subsequently reaffirmed by case studies undertaken in Phases One and Two of our research.

There is very little detail on how the Directive was originally developed and what type of analysis went into its development. It was not reviewed systematically until the completion of the McDonald and Ladd (2000) report and the present research project.

At the time it was introduced, the Directive represented an improvement over the more ad hoc, agency by agency approach that had previously prevailed. However, it soon became evident that there were significant weaknesses in the formula. These weaknesses were due to a variety of causes: 1) uncertainty in what the original rationale was underlying the development of the formula 2) regional interpretations of sometimes vaguely worded guidelines, 3) a failure to implement certain elements of the formula such as the annual inflation adjustment and 4) a failure of the policy to keep pace with advances in social work evidence based practice, child welfare liability law and the evolution of management information systems and 5) the policy appeared to leave out some child welfare

expenses altogether or fund them inadequately such as the failure of the policy to support agencies to provide in home interventions to abused and neglected children to keep them safely at home as opposed to bringing them into care.

When asked about the current rendition of the Directive, First Nations child and family service agency directors, and others approached in Phase One, would often say that they believed the existing formula should be thrown out and a whole new formula more suited to their needs should be developed. Start with a clean slate, in other words. However, when pressed about what a completely new formula would look like, respondents acknowledged that a more complete analysis of FNCFSFA would be needed at a national level in order to move in this direction. Over the short term, respondents would typically accept the idea of redesigning the Directive so long as the recommendations of the NPR were integrated into a new rendition and the long term objective of developing a First Nations based formula was actively pursued. Although FNCFSFA respondents felt all of the NPR recommendations needed to be implemented in order to ensure equitable and culturally based child welfare services, the lack of in home intervention services for abused and neglected children at all levels of the prevention and response continuum was identified as a priority along with the urgent need to redress losses in funding due to inflation.

Further analysis of the Directive-based option also revealed that the model had some positive features despite the substantial flaws that had been identified. Perhaps the most important of these is that the formula is national in scope, has undergone two national studies, has enabled the development of FNCFSFA throughout Canada, and offers a baseline for judging the impacts of possible changes to the current regime. For these and other reasons that are mentioned below when we discuss the alternatives, the research team recommended to the National Advisory Committee that “redesigning the existing formula” be the principle way forward to achieving better funding outcomes for the agencies and, most importantly, better outcomes for First Nation children, families and communities. Much of the remainder of this document is concerned

with how the existing formula can be improved.

OPTION TWO: TYING FIRST NATION AGENCY FUNDING TO PROVINCIAL FORMULAE

Under this option, First Nation child and family service agencies would be funded according to the formula by which the province funds its child welfare agencies. However, FNCFSFA would be allowed to develop a range of child welfare programs that respond to the unique needs and culture of their communities whilst respecting statutory requirements. This option would then, determine the level of funding received using provincial formulae, but not the exact shape of programs and services to be delivered

At first blush this appears to be a promising alternative to a national funding approach, especially since First Nation child and family service agencies are expected to provide family and child welfare services equivalent to what provincial agencies provide to other residents pursuant to provincial child welfare statutes. As demonstrated below, however, the evidence suggests that this is the least promising option in terms of positive outcomes, addressing the NPR recommendations and ensuring that funding respects the unique cultures, operating contexts and economies of scale for FNCFSFA.

Our research and analysis leads us to the conclusion that this provincial funding approach is fraught with problems and should not be pursued. In Phase Two, we collected information from most provinces about how they fund child welfare, and we undertook an in-depth study in one province to examine in detail how First Nations Child and Family Service Agencies would fare if they were to be funded in the same manner as provincial agencies. The difficulties with the provincial funding approach are the following:

- (1) In several provinces, it is not clear what their formula is. If there was an original formula determining how much money different agencies in the province would receive, it has been lost over time and the province

simply builds on its funding base by adjusting annually primarily on the basis of price and volume. Whatever the historical situation, the provincial agencies (whether private non-profit or more directly part of the provincial government) have been established for many years, personnel have changed, and no one appears to know what the original basis for funding was. Decisions about funding levels do need to be made from one year to the next, of course, and these adjustments are typically made depending on changes at the margin considering factors such as numbers of children in care, price increases, changes in statute and historical expense patterns and so forth. Several provinces, therefore, do not offer a clear alternative to the federal funding formula which, despite its flaws and vagueness is at least a documented formula.

- (2) Shifting to a provincial funding model in a context where there are rich and poor provinces as well as important cultural and historical differences means that First Nations Child and Family Service Agencies would be funded at substantially different levels and in different ways across the country. This is not a desirable outcome and in fact would be perceived by First Nation child and family service agencies as a regressive step.
- (3) Provincial formulae and funding traditions are based ultimately on what the province assesses its needs to be and on what it can afford. These approaches to funding, in other words, are based in large measure on the characteristics and conditions faced by families in need of services. They are not based on the particular needs and conditions faced by First Nation families living on reserve. Yet we know from the Canadian Incidence Study of Child Abuse and Neglect (CIS) that it costs more to service First Nations children and families due to their high needs levels (Trocme, Fallon, McLaurin and Shangreux, 2005, Trocme, Knoke and Blackstock, 2004.) Specifically, at every decision making point Status Indian children are over-represented in child welfare interventions. For example, they are more likely to be reported to child

welfare, experience higher rates of report substantiation, admission to child welfare care and overall require longer and more intensive interventions than non Aboriginal children and families. Furthermore, CIS notes that child maltreatment patterns in First Nations families vary significantly from those of other Canadians in that First Nations children are more likely to be reported to child welfare for structural issues (the neglect factor involving poverty, poor housing and addictions) and that this situation requires different kinds of interventions – primarily in the realm of child welfare related community development and prevention - than is the norm for provincial agencies.

Service infrastructures also differ considerably between First Nations Child and Family Service Agencies at both organizational and societal levels (Nadjiwan and Blackstock, 2003; Blackstock and Trocme, 2005; Royal Commission on Aboriginal Peoples, 1996.) We also know that First Nation communities do not have, to nearly the same degree, the infrastructure of programs, services, volunteer agencies and the like that provincial agencies and their communities have access to. Thus it would not be helpful to apply a formula rooted in one set of conditions to a population whose conditions are substantially different.

- (4) Provincial governments change their family and child welfare programs and related funding mechanisms from time to time, and an examination of that experience would support the conclusion that the needs of First Nation agencies and dialogue with them are not uppermost in their minds even though the First Nations agencies are required to adjust their programs and services to the provincial changes. If First Nation agencies were required to offer programs according to provincial child welfare statutes and had their funding determined according to provincial norms, a major concern would be that they would have little or no say in the key drivers (funding and jurisdiction) shaping practice. Provinces do not have constitutional responsibility for "Indians and lands reserved for Indians", and therefore may not view First Nations Child

and Family Service Agencies located on reserve as part of their constituency nor as a major priority.

- (5) If provincial funding formulas drove First Nations child and family service agency funding it is unclear what influence, if any, INAC would have over the mechanisms driving costs. It is unlikely that a model where the amount and mechanisms for funding would fall outside the realm of influence by INAC would garner the approval of the Auditor General or Treasury Board.

Of course, in practice, the situation would vary from one province to another. Certainly there are some provinces where relations between the province and First Nations are favorable but even First Nations Child and Family Service Agencies in operating in these situations express concern about the prospect of introducing funding dependence on the province. The concerns are magnified in regions where relations between the province and First Nations Child and Family Service Agencies have been difficult.

We conclude, therefore, that the provincial funding model should not be pursued for First Nation child and family service agencies.

OPTION THREE: DEVELOPING A FIRST NATIONS FUNDING MODEL

Respondents in the earlier research phases spoke positively about the advantages that a new funding model, built from the ground up, to reflect First Nation socio-economic realities, cultural practices and child welfare experience (for example, with best practices) could provide. However, it was also recognized that this would not provide a quick fix to the problems with the existing funding formula. Rather, it would take a considerable time and much better information than is currently available to construct such a model – to document common and varying cultural beliefs and traditions, to compile the many examples of best practice, to accommodate the diversity in socio-economic

conditions, and to carry this information into the design of a new funding model.

Our research did shed some light on these dimensions – see, for example, the paper on best practice in strengthening families and communities (prevention and least disruptive measures) contained in the *Wen:de* Phase Two report. More importantly, we believe that a number of the steps we are recommending under the heading of redesigning the existing formula will help to move the yardsticks forward in the search of a First Nations funding formula. This is the case in two respects. First, we make a number of recommendations that would, if implemented, make major improvements in the information base to which the agencies and their collective organizations would have access. This includes the recommendation to vastly improve the management information systems of the agencies not only for administrative purposes but also to provide information useful for research, evaluation and strategy development. Secondly, many other changes that we are recommending in the existing formula reflect, not surprisingly given the information sources, a First Nations sensibility and perspective. We argue, for example, that much more attention needs to be given in the formula to strengthening First Nations families and communities. We recommend that staff appointed to work in the area of least disruptive measures and community development should work in the context of a multi-disciplinary team, not only within the agency but with other agencies – hence a more holistic approach. We recommend that funding be devoted to the development of standards so that they reflect First Nation cultures, and so on.

In short, we are supportive of a First Nations formula but we are also realistic in thinking that, for the next few years at least, the best option is to make the necessary improvements in the existing formula while building a foundation to pursue this option in future years.

OVERVIEW OF RECOMMENDED REFORMS TO DIRECTIVE 20-1

The recommendations for adjustments to the current funding regime for First Nations Child and Family Service Agencies contained in this report are based on the findings of a three phase research project that involved experts in economics, community development, law, sociology, social work, First Nations child and family services, management information systems, psychology, public policy and management. Research methodologies included a balance of quantitative and qualitative research methodologies. The results of specific research projects are outlined in the following two reports:

- 1) Wien, Loxley and Blackstock (2004). *Bridging econometrics with First Nations child and family service agency practice*. Ottawa: First Nations Child and Family Caring Society of Canada. Available on line at www.fncfcs.com.
- 2) Blackstock, Prakash, Loxley and Wien (2005) *Wen:de: We are coming to the light of day*. Ottawa: First Nations Child and Family Caring Society of Canada. Available at www.fncfcs.com.

Although each suggested change element is presented as a separate item, it is important to understand that these elements are interdependent and adoption in a piece meal fashion would undermine the overall efficacy of the proposed changes. For example, providing least disruptive measures funding for at home child maltreatment interventions without providing the cost of living adjustment would result in agencies not having the infrastructure and staffing capacity to maximize outcomes. Similarly, these recommendations assume that there will be no reductions in the First Nations child and family service agency funding envelope. Situations where funds in one area are cut back and redirected to other funding streams in child and family services should be avoided as our research found that under funding was apparent across the current formula components.

The following recommendations are presented in two separate but vitally interconnected sections:

1) recommendations for policy change or clarification and 2) recommendations for modifications to the current formula. This research project did not specifically focus on the maintenance envelope due to time and resource restrictions so this is an area for ongoing research.

Overall the following recommendations are based on the best available evidence and provide a funding foundation that supports First Nations aspirations to culturally based and equitable child welfare services in their communities whilst incorporating mechanisms to support organizational learning and evaluation.

POLICY CHANGE OR CLARIFICATION RECOMMENDATIONS

The following policy change or clarification recommendations are intended to support the efficacy of the proposed formula adjustments. In many cases these recommendations are cost neutral (e.g.: Jordan's principle, introducing policies to promote interdisciplinary child welfare approaches or clarification of the stacking provision) and in other cases they are adjustments to ensure that legitimate maintenance costs are recognized by INAC staff reviewing agency financial reports (e.g.: clarifying that child welfare related legal and child and family support services related to reunifying children with their families or enhancing extended family relationships for children in permanent care are services provided to other children in care and Canada).

1. Amending INAC policy to allow for interagency collaborative projects in prevention services and in response to extraordinary circumstances (including providing peer support to agencies in crisis).

Mainstream child welfare organizations have increasingly focused on the importance of interdisciplinary practice as a means of both preventing and responding to child maltreatment. This approach is particularly critical in neglect interventions where, as the CIS has indicated, substance misuse, poverty and housing are key drivers of the over-representation of First Nations children in child welfare care. The Directive does not currently support FNCFS in developing joint

programs with other community experts and this should be changed in order to optimize the efficacy of prevention and intervention services in child maltreatment.

2. Expand the current range of jurisdictional models funded by the Directive to include First Nations legislation.

The current Directive requires FNCFS to operate according to provincial child welfare legislation. Many First Nations view operating under provincial jurisdiction as an interim step with restoration of First Nations laws being the primary aim. A significant number of respondents in Phase 3 (18%) indicate that they are developing First Nations legislation. Phase 3 findings echo recommendation one of the Joint National Policy Review (McDonald and Ladd, 2000) which called for the expansion of jurisdictional models under the Directive to include First Nations legislation. This step is in keeping with research findings that suggest that the higher the degree of self determination in First Nations communities the more sustainable the socio-economic outcomes (Cornell and Kalt, 1998)

3. Immediate implementation of Jordan's principle for jurisdictional dispute resolution.

Jurisdictional disputes between federal government departments and between federal government departments and provinces have a significant and negative effect on the safety and well being of Status Indian children (McDonald, 2005; Lavalee, 2005). Survey results in Phases 2 and Phase 3 indicate that the number of disputes that agencies experience each year is significant. In Phase 2, where this issue was explored in more depth, the 12 FNCFS in the sample experienced a total of 393 jurisdictional disputes in the past year alone. Each one took about 50.25 person hours to resolve resulting in a significant tax on the already limited human resources.

The most compelling reason to implement Jordan's principle is Jordan. He was a little boy who lived in a hospital instead of a home because two governments could not decide who should pay for what. Jordan died having never experienced a home environment – not because he was too ill to be in

hospital. Not because there wasn't a loving and skilled home for him to live in. He died without living in a family home because two governments put themselves first and him second.

Jordan's principle asserts that governments must fund services to Status Indian children that are normally available to other Canadian children without disruption or delay. The government department (federal or provincial) that first receives the request to pay for the service must pay and then has the option of referring the matter to a jurisdictional dispute table for resolution.

4. Integration of Jordan's principle into any funding agreements between INAC and the provinces respecting federal funding for child welfare.

Provinces draw a significant amount out of the INAC First Nations Child and Family Service funding pool to support their service provision to Status Indian children on reserve. The vast majority of the provincial billings are for communities not served by FNCFS. The provinces are also implicated in a large number of the jurisdictional disputes where children are impacted. This cost neutral recommendation calls for requiring provinces who receive INAC funds for child welfare to adopt Jordan's principle to resolving jurisdictional issues.

5. Validation for the need for research and mechanisms to share best practices at a regional and national level through the creation of knowledge transfer (conferences/ best practice forums/communications) and research budgets.

Organizational learning is essential to optimizing the efficacy of service provided by a FNCFS. Keeping abreast of innovations in First Nations child and family service research, policy developments and practice and peer learning supports best practice. The First Nations Child and Family Caring Society of Canada estimated that in 2004 the national allocation of research monies to support First Nations investigations in child welfare was less than \$400,000. INAC alone spends over 300 million on this program per year – creating an evidence base to maximize benefit of

the social and economic benefit just makes good sense and good practice. The proposed research fund would reflect a one dollar investment in research for every \$300 in child welfare costs – a modest expense in light of the benefits over the short and long term.

6. Consistent with the UN Permanent Forum on Indigenous Issues, INAC commits to collecting disaggregated data by Aboriginal cultural group and encourages other federal departments to follow suit.

The United Nations Permanent Forum on Indigenous Issues (2005) has repeatedly called for the collection of disaggregated data on the experiences of Indigenous peoples. The importance of collecting disaggregated data by cultural group is borne out in the Canadian Incidence Study on Reported Child Abuse and Neglect findings. Had CIS not collected data on Aboriginal children – then the disproportionate rates of neglect would have not been identified. If CIS not collected disaggregated Aboriginal data on First Nations, Inuit and Métis children we would not have learned of the overrepresentation of First Nations children coming to the attention of the child welfare system.

Disaggregated data allows the experiences of specific populations to be told and researched further. In the case of First Nations child welfare, having available a broad base of research that specifically describes the experiences of First Nations children and families would augment understanding of reasons why First Nations children come into care and what their experiences are throughout the care continuum – with an object of better defining policies.

7. INAC to clarify the provisions of the stacking provisions in current funding arrangements with FNCFS and make necessary amendments to ensure that FNCFS can access voluntary sector funding sources to augment the range of resources they can provide without a financial penalty being imposed by INAC.

The voluntary sector receives approximately 90 billion dollars in revenue per annum from governments, foundations and corporate/private

donors to support a broad range of services for public benefit including child, youth and family supports. A national study completed by Nadjiwan and Blackstock (2003) confirmed FNCFS reports that there was negligible evidence that children on reserve were being serviced by the voluntary sector nor that First Nations child and family service organizations on reserve were receiving any where near sufficient benefit from the 90 billion dollars in annual revenue. Phase two survey results reported in *Wen:de* indicate that one of the key barriers First Nations Child and Family Service Agencies see in accessing voluntary sector funding is the lack of clarity amongst regional INAC staff in terms of whether to apply the stacking provision when FNCFS receive voluntary sector supports or not. In mainstream society, voluntary sector supports augment, not replace, the services provided by governments. Applying the stacking provision in situations where FNCFS receive voluntary sector funds to augment the range of services they provide is entirely inappropriate and inconsistent with national practice. It is recommended that INAC clarify in its policy that the stacking provision does not apply to voluntary sector sources of funding.

8. INAC to clarify that legal costs related to children in care are billable under maintenance.

Child welfare statutes throughout Canada require that social workers who remove a child or apply for a warrant must notify, and often appear, before the Courts. These proceedings are legal in nature and guided by provincial child welfare laws and court rules. In some provinces, child welfare costs are incurred as a part of being required to participate in inquests, or for the child him or herself to have legal representation. It is not appropriate for social workers to appear without legal counsel or to deny children in care their statutory right to have legal counsel (where it exists) nor is it an option to forego the court process. In some regions, FNCFS have reported that regional INAC staff disallowed child welfare legal expenses under maintenance. There is no evidence to suggest these costs are covered elsewhere in the formula and they are an expense that is directly related to complying with statutory requirements to remove a child and to apply for ongoing orders. It is therefore

recommended that INAC clarify in its policy that child welfare related legal costs are eligible for reimbursement under maintenance and this would include:

- Costs related to bringing children into care and applying for ongoing orders or warrants under child welfare statutes
- Costs related to mandatory participation in inquests, coroners hearings or other related processes,
- Costs related to providing legal counsel for children in child welfare proceedings in regions where such statutory requirements exist (i.e.: Alberta)

9. INAC to clarify that support services related to reunifying children in care with their families or enhancing extended family relationships for children in care are billable under maintenance.

All provincial statutes require that support services be provided to children in care when they are removed or in temporary care in order to optimize their chances of returning safely home. Moreover, the provincial child welfare statutes require that social workers act as guardian to children in care – this means providing services to the child in care that they need such as counseling services, cultural and language programs, mentorship, wellness programs, specialized treatment, preparation for independent living services. These services are related to the statutory obligation of social workers to optimize the child's potential to return home and part of the due diligence of a responsible guardian.

Moreover, the guardianship responsibility extends to children in continuing custody as the social worker (acting for the agency) must provide guardianship for the child and thus make available services of any reasonable parent. Recommended increases in prevention and LDM services contained elsewhere in this report are provided to families and children living in their homes and the families of children in care. The recommended increases in funds are not intended to cover the full range of supports needed by children in care.

INAC should clarify with its staff that services provided to children in care for the purposes of

optimizing their opportunity to return home or as part of the guardianship responsibilities that social workers have to ensure that children in care are provided the supports that they need to be healthy, happy, and safe are billable under maintenance.

These policy amendments are interdependent with the following reforms to the structure of the Directive. They are designed to compliment and optimize the economic reforms recommended below. Most of all they are designed to make a difference for First Nations children and their families. This is especially true of Jordan's principle – his life stands as an inspiration for governments to do better- much better -for First Nations children.

ECONOMIC REFORMS TO THE FUNDING FORMULA (DIRECTIVE 20-1)

The economic analysis of the implications of each change in the formula is presented assuming that there are 93 First Nations Child and Family Service Agencies in Canada (exempting Ontario.) Please note that the calculations reflect a per agency cost and have not, with the exception of the small agency adjustment, capital costs, the fixed amount and prevention (by virtue of it being contingent on a proportion of the budget) been weighted to reflect varying agency costs. Weighting to account for agency size can be done at a later date and will not affect the overall cost of each adjustment.

I. INFLATION ADJUSTMENT

The INAC operating formula does not give annual adjustments for cost of living increases. This is considered by many to be a major weakness in the formula, one which leads to both under-funding of services and to distortion in the services funded since some expenses subject to inflation must be covered, while others may be more optional. But how much has this failure to adjust for inflation cost First Nations Agencies since the last adjustment in 1995?

Table 1, shows that the Consumer Price Index, the most widely accepted indicator of cost of living increases, rose from 104.2 in 1995 to 126.3 in 2005 (May). If the starting point in 1995 is expressed as 100, then the index in 2005 rises to 121.21 (i.e.

Table 1: Increases in the Consumer Price Index

CPI	Year	CPI set at 100
104.20	1995	100.00
105.90	1996	101.63
107.60	1997	103.26
108.60	1998	104.22
110.50	1999	106.05
112.50	2000	107.97
116.40	2001	111.71
119.00	2002	114.20
122.30	2003	117.37
124.60	2004	119.58
126.30	2005	121.21

(1995-2005)
Source: Statistics Canada

prices increased by 21.21% over this ten year period when no adjustments were made for inflation by INAC).

We know, therefore, that had cost of living adjustments been made annually since 1995, then funding would have been higher in 2005 than in 1995 by 21.21% purely on account of inflation (i.e. ignoring any increase in the number of children, number of agencies etc.) If we adjust the funding data for each year by the cost of living index in Table 1, we can calculate what funding would have been in each year had inflation protection been available. Table 2 in Appendix A shows what this would have been for each INAC region from 1999 to 2005 and the difference between this and actual funding, representing lost revenues from INAC for child welfare operations. Table 2 also shows the total funding, what that total would have been had the inflation adjustment been provided and what the difference is in total for all regions. It shows that between 1999 and 2005, failure to adjust for inflation cost First Nations agencies (in the six INAC regions excluding Ontario) a cumulative total of \$94.7 million in operations funding.

For the year 2005, operations funding would have \$121 million instead of \$99.8, or \$21.17 million higher than funding actually provided.

While the National Advisory Committee accepts, reluctantly, that losses in previous financial years are water under the bridge, it also feels strongly that this year's funding should be increased by 21.2 per cent to restore this year's purchasing power back to 1995 levels and that inflation coverage should be reinstated into the formula to avoid losses going forward. **The cost for 2005 would be \$21.17 million.**

INAC has advised that it uses the Final Domestic Demand Implicit Price Index (FDIPI), however, this index does not appear to have been broadly recognized or utilized to reference cost of living adjustments nor does it appear to have relevance to child welfare related costs. Applying the FDIPI does appear to result in a lower inflationary adjustment but this is largely the result of it not being designed to offset costs actually incurred due to inflation. What brings the index down below the CPI are machinery and equipment, durable and semi-durable goods, imports and business fixed investment. Very little of this is relevant to First Nations Child and Family Service Agencies. The real price increases faced by agencies are much better reflected in the CPI.

2. IN HOME, AND COMMUNITY, INTERVENTIONS FOR ABUSED AND NEGLECTED CHILDREN (Prevention and Least Disruptive Measures)

One can not fully conceive the impact that prevention, wellness and least disruptive measures can have on a Nation, community, family and child – because the federal funding formula for First Nations child and family services under funds this critical range of services. The social responsibility of giving all children chances to succeed is of a serious nature and a priority for First Nations. Caring for, and supporting, tomorrow's leaders is a major focus in the *Wen:de* report, as voiced by the First Nation's child and family agencies. A major factor in preparing these leaders is providing services that meet the needs of these children and families in their communities, and not only in crisis situations or when a problem has been identified. Instead, agencies are committed, given the appropriate



resources, to providing opportunities for the wellbeing and growth for all First Nation's children and families.

Currently First Nation's child and family agencies feel they can not fully meet the needs of the children and families due to lack of human and financial resources, and jurisdictional issues that interfere with the impact each of the agencies can have in their communities. The issues raised by FNCFSA providers demonstrate the tangible effects of funding limitations on the ability of agencies to address the needs of children. Without funding for preventative and related services many children are not given the service they require or are unnecessarily removed from their homes and families. As indicated in the *Wen:de* report, in some provinces the option of removal is even more drastic as children are not funded if placed in the care of family members. The limitations placed on agencies quite clearly jeopardize the well-being of Aboriginal children and families. As a society we have become increasingly aware of the social devastation of First Nations communities and have discussed at length the importance of healing and cultural revitalization. Despite this knowledge, however, we maintain policies which perpetuate the suffering of First Nations communities and greatly disadvantage the ability of the next generation to effect the necessary change. The cost savings of investing in preventative programs are huge and were indicated in a special phase two study which showed that savings of up to \$1.5 million per annum in the sample agency can be achieved through investments in prevention programs.

The Joint National Policy Review of First Nations Child and Family Services (NPR) (McDonald and Ladd, 2000) confirmed that the current funding formula, Directive 20-1 (hereinafter called the

Directive), did not provide sufficient funding for First Nations Child and Family Service Agencies to deliver culturally based and statutory child welfare services on reserve to a level comparable to that provided to other Canadians. The NPR confirmed First Nations child and family service agency concerns that the Directive did not adequately fund in home interventions for abused and neglected children known as least disruptive measures. These services are required by child welfare statute in order to give children the best chance to live safely at home but are not available on reserve due to deficiencies in Directive 20-1.

Certainly the issue of service differentiation comes into play, as a First Nations child will not receive the same service on and off reserve. As noted in the *Wen:de* document, considering the provincial and federal government's jurisdictional debate could be characterized as a shirking of responsibilities that amounts to inequitable treatment of First Nations and is therefore in violation of section 15 of the Charter. Arguably child protection laws are applied differently on reserve (due to lack of adequate funding) than off which constitutes inequitable treatment based on race and residence. Despite persistent pleas from Aboriginal people that their interdependent needs be served by holistic services, the service environment continues to be fragmented between federal and provincial levels of government, between departments and ministries, and among service agencies in community.

A shift in funding mentality is vital. An approach that invests in the community and engages the community at all levels – children, adolescents, youth, parents and Elders means directing resources at growth and development of the people rather than the breakdowns of the people in the community. This approach demonstrates long term commitment to the growth of a child and family and invests in the future of contributing members to society. Three options were presented in the *Wen:de* document (Chapter 4) and were presented to the National Advisory Committee on August 30, 2005. The NAC rejected option 2 outright because linking prevention services to numbers of children in care could produce a "catch 22" situation where the prevention programs are effective and thus the funds for these programs are decreased

to a point where they can no longer be offered. This could potentially mean the withdrawal of the supports that were resulting in the decrease in children in care and create conditions for the numbers of children in care to ramp up again. Option 3 was favored by some participants as they liked the accreditation format, however, as noted by some NAC participants this option would require the development of standards, and a process for assessing accreditation levels. This would likely be a long term exercise delaying benefit of funding for children and families in need. Option one was favored by the majority of NAC participants but a suggestion was made to phase in the funding over time to account for the varying levels of agency development and preparedness to implement prevention services. The research team, in consultation with the Assembly of First Nations, the First Nations child and family service representative, Donald Horne, and the Department of Indian Affairs elected to select option one whilst incorporating the NAC recommendation to phase it in over a period of seven years. The development of accreditation standards and processes can be explored over the longer term.

OPTION #1: A Multi-disciplinary Approach To Funding

Of the three possible approaches to promoting community and family wellness, least disruptive measures and prevention that were outlined in Chapter 4 of *Wen:de*, option #1, a multi-disciplinary approach to funding has been selected as the preferred option. Under this approach, teams would work with communities to design prevention programs appropriate to the ability of the agency to implement them and according to the absorptive capacity of the community being served. For every so many statutory workers, the team must include a number of funded prevention or community development worker positions. Staffing can be broken down into various groupings but what is being proposed is that one grouping should consist of staff working on enhancing least disruptive measures (L.D.M.'s), and another on prevention and community development. This is a multidisciplinary team approach. Communities would have inter-agency meetings to collaborate on

prevention etc., and the community development and prevention workers would sit at the table, together with representatives of education, health, economic development and other agencies to help work out programming. The prevention worker must be offered a similar salary scale to other professional staff on the team. Finally, a funding formula has to consider that a multidisciplinary team approach takes up more staff time to get the job done, due to ongoing collaboration.

ASSUMPTIONS:

(Related to the calculations on the spreadsheet Opt#1 Assumptions)

Option #1 in Table 3 in Appendix B calculates the incremental operational funds that are requested by First Nations Child and Family Services agencies for the implementation of comprehensive L.D.M.s and prevention programs, based on a set of assumptions listed below. This option assumes that the increased staffing needs will be phased in incrementally at a rate of 50 percent in Years 1 and 2, 90 percent in Years 3 and 4, 95 percent in Years 5 and 6, and 100 percent after Year 6. This reflects the view of the NAC of how prepared different agencies might be to design and implement these programs. The spreadsheet in Appendix B "Option #1 Assumptions" provides calculations of the increased staffing needs for each agency in Manitoba, which is then extrapolated to the national level on worksheet "Option 1".

Table 3 makes the following assumptions.

- The new staff positions for child care workers will be determined based on 0.4% of child population 0-18 and resource workers 0.2%, as opposed to a measure of the CIC. (The starting point for these ratios is, however, INAC's assumption of 6% children in care and 1 worker for every 20 children in care i.e. 1 worker for $6\%/20 = 0.3\%$ of child population).
- Staffing positions related to least disruptive measures include child care workers, family support workers and resource workers. Supervisory and administration costs are calculated for these specific positions. Likewise, prevention staff includes prevention and community economic development workers,

- as well as outreach and advocacy workers. Supervision and administration are separated out for the prevention workers, as well.
- Discount rate – 8% is calculated as follows: 10% recommended by the Treasury Board of Canada less 2% inflation, since inflation which affects both the costs and savings is excluded; The discount rate is used to calculate the present value (in today's dollars) of both the incremental costs of these initiatives and the incremental savings that result from them in terms of reduced maintenance costs over time.
- Travel costs – 15% of gross salaries; benefits – 15% of gross salaries;
- Assumption concerning the number of foster homes – 1.5 children for each foster home based on Manitoba rates (this is a rough approximation of northern and southern regions). The calculation of one resource worker for every 20 foster homes approximates 0.2% of the child population 0-18;
- An inflation increase for past costs is not included in this analysis;
- Prevention/Community Development Worker – currently, agencies are funded 2 workers. These staff positions are increased to 1 per band;
- Child Care Workers – adjusted the current ratio of 1 to 20 CIC to 0.4% of child population 0-18;
- Family Support Workers – adjusted the current ratio of 1 to 20 MPFs to a ratio of 1 to 15 MPFs;
- Outreach/Advocacy Workers – added one full-time staff position to each agency;
- Supervisors: one incremental supervisor for every five additional staff;
- The administrative overhead charges of 15% are for administration and accounting staff, rent, utilities and other general overhead. The rate of 15% is a commonly applied rate;
- Salaries are based on rates provided by West Region Child and Family Services;
- Projected savings: assume the child population (0-18) growth rate is 3.5% for Years 1-6, and 3.0% after Year 6; it is assumed that the investment in LDMs and prevention is recouped as the population growth (0-18 years) does not

result in additional children entering formal care after a phasing in period;

- Assumed the annual cost for maintaining a child in formal care totals \$20,000 (based on West Region Child and Family Services rates);

RESULTS

The detailed calculations for Manitoba, when proportioned up to national level (six regions) show that expenditures would have to increase as follows:

Expenditure Increases over the Current Level of Funding at the National Level

	Year 1	Year 2	Year 3	Year 4
Amount	\$34.7m	\$34.7m	\$62.5m	\$62.5m
Percent increase	34.8%	34.8%	62.7%	62.7%
	Year 5	Year 6	Year 7 on	
Amount	\$66.0m	\$66.0m	\$69.5m	
Percent increase	66.1%	66.1%	69.6%	

In year 1, additional spending on these measures would be about \$35 million, rising to \$62 million two years later, to \$66 million by year 5 and peaking at \$69.5m by year 7.

The spreadsheet in Appendix B assumes that savings in terms of reduced maintenance expenditures will take time to materialize but that eventually, after about 42 years, they will exceed the costs of the program in present value terms. If, as some propose, a lower rate of discount be used, say one of 3.5% rather than 8%, the savings from these programs would be much larger in present value terms and the expenditures on wellness, prevention and least disruptive measures, would pay for themselves within 29 years. This emphasizes the long-run nature of the problem

First Nation's agencies in the Phase 3 survey indicated they require on average \$305,000.00 per year to adequately meet the needs of prevention and an additional \$210,000/yr is needed each year for least disruptive measures, but the detailed costing in Table 3 show that this is a

gross underestimate of what a comprehensive program would cost and, no doubt, reflects modest expectations after years of under-funding.

We are living at a time when many First Nations communities are suffering from the permanent loss of their children and young people – the fabric of their communities. Culturally based programs that support community efforts to safely care for their children and families are imperative. Given the strong evidence supporting preventative and in home services provided in the *Wen:de* document and the support for further investments in this area indicated by Phase 3 survey participants, First Nation's child and family agencies, it is recommended that initial allotments of \$35 million be provided in years one and two to support agencies in developing strategic plans and program designs for the continuum of prevention programs. These funds would also support staff recruitment and development. In summation, an allocation of \$62 million for years 3-4 to support the operation and evaluation of these programs is required to move forward with this recommendation.

3. SMALL AGENCY ADJUSTMENTS

(Agencies with Status Indian Child Population below 801)

The FNCFS Joint National Policy Review (2000 p.13) found that "The formula does not provide a realistic amount per organization for agencies serving small on-reserve populations. To agencies serving an on-reserve 0-18 populations of less than 801, and particularly those that are serving even smaller populations, the formula did not provide realistic administrative support." This complaint, which refers to the fixed amount per agency or the provision for overhead, has been echoed by others during the formula review process. It has two separate components. The first is that no agency representing communities with a combined total of 250 or fewer children receives any overhead funding whatsoever. The second problem is that available funding is currently fixed in three large blocks viz: 25 1-500 = \$ 35,790; 501-800 = \$ 71,580 and 801 – \$143,158. A slight increase or decrease in child population can result, therefore, in a huge increase



or decrease in overhead funding available to agencies.

To deal with these shortcomings, two reforms are proposed. The first is to extend overhead funding to agencies with populations of 125 and above. Using INAC's rule of thumb, this would suggest agencies dealing with 7 or more children in care and 5 multi-problem families should receive some overhead funding. It is proposed that a minimum of \$20,000 be made available to the smallest agency representing 125 children.

The second proposal is to abolish the step increases and to give agencies additional funding for every 25 children in excess of 125 to a maximum of 800. This smoothing of the fixed amount is achieved by fitting a quadratic function to the data in the range of \$20,000 to \$143,158 meaning that all agencies would receive enhanced funding up to the maximum but that smaller agencies would receive slightly more absolutely (and even more proportionately) than larger agencies. The results of this function (which is expressed as $Y = 20,000 + 4635X - 2.7625X^2$) are shown in Table 4 in Appendix C. When this is fitted to small agencies, 6 agencies would still be too small to receive any fixed amount: 8 small agencies which never before received a Fixed Amount would now do so. In addition, 23 agencies of medium size would receive funding increases and 56 large agencies would receive no change in the Fixed Amount for purposes of this specific, size sensitive adjustment exercise. **The total cost of this proposal would be \$1,214,000.**

We are recommending that existing small agencies continue to be supported according to the new proposed funding guidelines. In future, however, we believe that a minimum economy of scale is required to provide a basic level of child protection

and support services. We recommend that future agencies have a minimum size to support three social workers, administrative support, a supervisor and an executive director it is clear that not all communities will be in a position. In keeping with the caseload size recommendations of the Child Welfare League of America (2005), 36 active cases (intakes) per month for the three social workers with a recommended aggregated caseload of (active and inactive files) not to exceed approximately 51 family service files.

4. OPERATIONS BASE AMOUNT (Currently at 143K per annum)

In addition to the Fixed Amount not being adjusted for inflation or accessible to small agencies, there is a widespread complaint, dating back to when the formula was first introduced, that it was set at a level insufficient to cover necessary overhead costs (basic operating costs). Although it was, in theory, supposed to cover the costs of a Director, Secretary and Financial Officer, only \$95,000 in total was allowed for these (Joint national Policy

Review, 200, pp. 83-84). Indeed, we estimate that the costs of the items supposedly covered by \$143,000 amounts to more than \$250,000 today (Table 5). In addition, no provision was made for a janitor or a human resources person, both of which are needed by larger agencies. Neither was provision made for security of buildings or personnel, and inadequate amounts were provided for records management which has assumed huge proportions, for liability insurance up to \$1,000,000, and for legal fees for routine business.

The total cost of all these items, taken together, is about \$357,400, rather than the \$143,159 that was provided to large agencies. However, not all of the difference needs to be funded because agencies do receive a modest amount for remoteness, about \$2,500. As well, our proposals call for an inflation adjustment, a remoteness adjustment and some funds for evaluation (see Table 6). These need to be deducted from the shortfall, leaving a funding deficiency of \$165,592 for an agency with 801+ children.

TABLE 5 - Why The Fixed Amount Is Inadequate

Base		
Director Salary and Benefits		\$88,550
Travel		\$8,500
Secretary		\$41,400
Financial Officer		\$58,650
Audit		\$8,500
Legal Costs		\$5,000
Organization development		\$20,000
Training of Placement Resources		\$10,000
Evaluation		\$10,000
		\$250,600
Adjustment		
Janitor		\$22,600
Security		\$5,000
HR person		\$45,200
Liability Insurance		\$9,000
Records management		\$10,000
Legal	\$20,000-5,000	\$15,000
		\$106,800
Required		\$357,400

TABLE 6**Proposals**

Old Fixed Amount		\$143,159
Ave Remoteness	0.276	\$2,549
Inflation		\$30,890
Remoteness Adj. Ave	0.0364	\$5,211
Evaluation		\$10,000
		\$191,808
Shortfall		\$165,592

Table 7 adjusts the limit of the Fixed Amount for these items to a new limit of \$308,751. Adjusting this new maximum for agency size would be accomplished by applying the new weights. The minimum Fixed Amount, for the smallest eligible agency, would be the \$ 20,000 referred to in section 4b increased by the proportion $308,751/143,159 = 2.157 \times 20,000 = \$43,182$. Agencies with children between 125 and 800 would receive steadily increasing amounts (fitted by the function $Y = 43,182 + 100.00X - 6.0784X^2$). The results are to be found in Appendix D. These amounts were then applied to agencies of different sizes and the incremental cost calculated. All 87 agencies representing child populations of 125 or more would receive an increase and the total incremental cost would be \$12 million.

5. CHILDREN IN COMMUNITIES Not Served by FNCFS

There are some communities that are too small or remote to operate a First Nations child and family service agency. Under the current formula they receive nothing and yet their children are just as deserving of culturally based services as First Nations children in large communities. CIS 2003 research indicates that First Nations children on reserve (and thus disproportionately served by FNCFS) are three times more likely to be placed in a culturally based placement than First Nations children off reserve (and thus disproportionately served by non Aboriginal child welfare agencies).

We are recommending the establishment of a national pool of one million dollars per annum to which First Nations communities not served by

a FNCFS can apply to provide family support, foster home recruitment services or child and youth supports. An administrative structure such as the one described to solicit and review proposals for research could be implemented.

6. REMOTENESS FACTOR

The current remoteness adjustments in the INAC formula apply differentially to the Fixed Amount, the Band Amount and the Amount per Child. On average, they compensate more remote agencies significantly more than they do less remote agencies. This is as it should be and is the whole point of the remoteness adjustment. Table 8 shows for a sample of agencies what the remoteness adjustments amount to on average for 2005-2006 and the progressiveness of the adjustment is evident.

TABLE 8

Average Remoteness	% Remoteness Adjustment on Average
0.800	0.08%
0.220	2.70%
0.850	8.60%
1.265	13.90%
1.650	19.00%

In spite of this, the remoteness adjustments suffer from a number of weaknesses. The first is that the average adjustment is considered by most agencies to be too small to compensate for the actual costs of remoteness. Over 90 per cent of those sampled complained that the adjustment was inadequate. Secondly, the remoteness index is based on accessibility of the nearest service centre but these are usually business centers which are not necessarily able to offer specialized child welfare services. Thirdly, the relative size of the remoteness adjustment varies between the three amounts to which it is applied and there seems to be no obvious logic to this. Finally, the remoteness index is an average across communities for each agency and this average is not weighted by the size of the communities involved. This leads to some communities receiving less than their population warrants and some receiving more.

Each of these problems was studied but in the end, it was decided to address only the first two. Changing the weights applied to the three amounts to which remoteness is applied would likely lead to difficulties in budget implementation because a single, uniform rate would lead to an increased rate for the Child Amount and reduced rates for the Band Amount and the Fixed Amount. It was felt this might affect the latter two significantly more than the first and cause budget implementation difficulties because specific activities are funded by these two amounts. It was also felt that weighting average remoteness by child population in each community would be a superior approach but, after applying it to a sample of agencies, it was concluded that the net effects were minimal whereas the tension caused between agencies might be significant, as some would gain and some would lose. On balance, a decision was made to continue current practice.

Two changes are being proposed to the Remoteness Adjustment. The first is to introduce an across the board increase in remoteness allowances, each component spending category being increased by the same per cent. This would then be rolled into base revenues and carried forward into subsequent years. The second component is to adjust the index from the current service centre based to a city centre base.

In arriving at the first adjustment, it was felt that the current average per cent adjustment for remoteness is too low for the most remote agencies. The costs of remoteness are closer to the 25-30 per cent range for these communities/agencies than they are to the current 19 per cent. At the same time, less remote agencies do, in reality face higher costs than urban centers. They are claiming it costs them an additional 6 per cent while agencies as a whole claim that remoteness costs them on average, an additional 18 per cent. We feel that these numbers are on the high side. Instead, we would recommend an across the board remoteness increase of 3 per cent for the least remote rising to a maximum of 8 per cent for the most remote, roughly in line with the geometric average increase requested. For agencies in between, we would again fit a quadratic function to smooth out the increases, as shown in Table 9.

In Table 10, Appendix F, these increases are allocated to each agency in each region, according to their current index of remoteness. It can be seen from this table that **the total cost of this adjustment will be \$4 million per year.**

Table 11, Appendix F conducts exactly the same exercise as Table 10 with one amendment, which is that service centers are switched to city centers where appropriate (in bold letters). Most of these adjustments take place in BC, Atlantic and Alberta's and mainly affects less remote agencies. **The total cost of doing this will be \$95,734 per year.** There are, however, a few caveats that need to be made about this adjustment. First of all, since no detailed distance maps exist for First Nations, the calculations are very approximate. Secondly, not all distances could be measured from the available maps, so no adjustments were made for 50 communities, out of a total of 395 (Table 12). If these communities had the same proportion of changes in remoteness as the 395 had, then the figure of \$95,734 might rise to somewhere close to \$108,000.

7. MIS CAPITAL COSTS

In *Wen:de - We are Coming to the Light of Day*, the report on Phase 2 of this exercise, Chapter 5 identified the precise capital and other spending needs of First Nation agencies in the Management Information Systems (MIS) area. It laid out a

TABLE 12

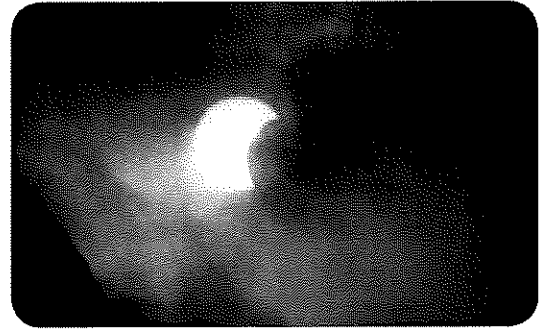
	Total Number of Communities	# of Communities with changes in Remoteness	# of Communities Not accounted for
Manitoba	57	2	0
Alberta	53	15	3
Atlantic	44	19	0
Saskatchewan	69	7	0
British Columbia	153	41	46
Quebec	19	8	1
	395	92	50

template of appropriate hard ware and software for three types of agency: Type A, which has one location only and employs less than 75 computers; Type B, which again has one location only but has 75 or more computers and Type C, which has multiple locations. Packages of appropriate equipment and supplies were proposed for each and, for Type A agencies, two options were presented, one of which involved using a Microsoft Server 2003 and one which involved using a Microsoft Business Server. These options are outlined in *Wen:de* Chapter 5, as are the specific equipment and supplies to which they relate and their detailed costs. That chapter makes the general point that agencies sampled are using inadequate, outdated and inappropriate systems. The question is, how much would it cost to update all agencies so that they can manage their internal data systems and their external reporting systems satisfactorily?

In this phase of the exercise, Stanley Loo's template was applied to each agency in the six regions being reviewed. It was necessary, though difficult, to do this because, as he points out in Chapter 5 of *Wen:de*, the needs of each agency are quite specific and must be addressed individually.

The spreadsheet, Table 13, in Appendix F shows estimated capital needs related to MIS for all agencies. It begins by laying out the Stanley Loo template. One complication of that template is that we do not know which agencies have access to which form of internet service provider (Group B costs). In what follows, it was decided that less remote communities should be able to use the best option, Cable ISP or the second best option, DSL ISP, and that more remote communities would have to use the most expensive option, the satellite dish. Based on an assessment of agencies with which researchers are familiar, it was decided that all agencies with an average remoteness index of 0.22 or higher, should be considered 'more remote' and their MIS needs are budgeted on the assumption that they would require satellite dishes.

For Type A agencies it was assumed that Option 1 would be adopted, i.e. the one using the Microsoft Server 2003. It was assumed that all agencies would be eligible for the Special Prices for Charitable Agencies. It was also assumed that



minimal packages only would be used and not those involving the purchase of optional items. As it happens, there are only Type A and Type C agencies operating in the six regions under review.

In order to cost out the MIS packages it is necessary to know how many staff are working with each agency. Since that information is not available, it was estimated using the assumptions that 65 per cent of all funding of each agency would be attributable to staff costs and that, on average, each staff person would cost about \$48,000 with benefits. Thus, an agency such as Attikamek-Sipi in Quebec, with an Operating Budget of \$1,302,636, would be estimated to have $(1,302,636 \times 0.65) / 48,000 = 18$ staff.

Using these assumptions, the template is applied to each agency in each region and the resulting MIS costs are calculated. The total for all regions is \$5.62 million.

This amount is calculated as a pool amount and is best understood as being the amount of money needed to outfit each agency with the recommended package of MIS hardware and software. This money would be spent as agencies verify the accuracy of these estimates and in some order of priority of need. Since important portions of spending are for items with life spans of 4 to 7 years, the pool would need to be replenished periodically. If the idea of a capital pool for MIS is not acceptable, then initially the amount needed should be drawn over 2 years so that all agencies can have systems up and running by 2008. This would imply an annual draw of \$2.81 million in each of 2006 and 2007. Thereafter, an annual amount would be needed to continuously upgrade equipment from roughly 2010 on.

It must be stressed that the estimated costs of MIS capital are based on estimates of current staff

levels. If other recommendations in this report are accepted, such as those on inflation and Least Disruptive measures/Prevention, staff cadres would rise, and MIS costs would rise accordingly. We estimate that MIS pool costs would increase by a further \$3.5 million or the annualized costs by \$1.75 million.

8. CAPITAL COSTS (Buildings, Vehicles And Office Equipment)

In the questionnaire circulated as part of this project, agencies complained about the inadequate state of repair and accessibility of their buildings. The range of responses in terms of additional dollars needed to fix their problems was quite wide so the average or mean amount requested, at \$340,000 per agency, is not very meaningful. If, however, this skewness is adjusted for by calculating the geometric mean, a more meaningful, much lower, average is arrived at. In terms of fixing both head offices and other buildings, an average amount of about \$111,000 per agency is indicated. This suggests that a capital fund of some $93 \times \$111,000$ or \$10.3 million might be needed to fix up the buildings of all agencies.

Currently, some accommodation for capital needs is supposed to be built into the funding formula, at the rate of 13 per cent of gross salaries and benefits. If the proposals to adjust the funding formula are accepted, salaries and benefits would rise and this capital/rent provision would also rise and some portion of the \$10.3 million would be automatically funded from this source. To avoid double counting, this amount must be estimated and deducted from capital needs. To do this, the salary component of adjusted revenues must be calculated and 13 per cent deducted from this estimate of capital needs. This is done in Table 14, Appendix G. It shows that, if the adjustment proposals are accepted, First Nations Child and Family agencies can expect to receive an extra \$55.4 million in salary and benefits funding. This would require that \$7.2 million be set aside for rent etc. However, some \$3.49 million of that would be funded in the amounts covered by the Adjustment proposals. This would reduce capital needs by that amount, or to \$6.8 million. It is proposed that a capital pool of roughly this

magnitude is established to meet the capital needs of First Nations child welfare agencies. This would be accessed by agencies according to the urgency of their need and over a period of some years. It would be available for major capital renovations, improving accessibility and acquiring new buildings.

A tentative proposal for allocating these funds (the pool of \$6.8 million and the increase in funds available for capital through our salary proposals, i.e.: \$3.49 million, for a total of \$10.3 million) is to be found in Table 15 in Appendix G. It is proposed that the allocation be on the basis of agency size. Agencies are weighted by their child population in groups of 335 children, roughly the number needed under the current INAC formula to justify hiring 1 staff member (6% children in care (CIC) and 1 worker for every 20 CIC = 1 worker for roughly every 335 kids). Each agency is weighted by the number of children/335, so an agency with 1600 children would receive a weight of 4, one with 770 a weight of 2 etc. All the weights are summed, amounting to 392 and the \$10.3 million capital allocation is divided by this number, giving the amount of money each agency would receive for each 335 children it represents. This amounts to \$26,276, which is what each agency with 335 or less would receive. An agency with 670 to 1005 children would receive \$78,827 and an agency with 2,200 children would receive \$183,929. The average amount would still be \$111,000, but allocating by child population makes more sense than giving all agencies, large and small, the same amount of money.

In addition to these monies, the extra staff and salaries proposed under New Funding Streams would require \$3.7 million annually in provision for rent etc, which is not included in the capital pool estimate, nor provided for in the detailed estimates of the New Funding Streams proposal. This must be provided for separately.

One possible way of making capital funds go further would be for agencies to use them to make down payments and subsequent mortgage payments for new buildings/renovations funded by credit. This would allow these funds to lever considerably more capital funding. Thus, if the whole \$6.8 million were spent and used to cover a

20 per cent down payment for 20 years, \$200,000 mortgages at say, even 6.5 per cent per annum, the fund could cover the down payments and the annual principal and interest payments (of \$18,150 per \$200,000) on many such loans in total amounting to \$23 million. Alternatively, and perhaps more reasonably in this context, capital expenditures worth \$6.8 million could be funded through 20 year, 6.5 per cent mortgages, with a 20 per cent deposit, for only \$1.98 million per annum. Annualizing the outstanding capital needs funding would, therefore, offer a less demanding financial alternative, should this be both feasible and desired. This option is reflected in the annualized version of the cost of proposals, Appendix I, Table 17.

9. EXTRAORDINARY COSTS

As Dr. Cradock notes, extraordinary costs are by definition extraordinary and thereby difficult to define. They are the range of unexpected or unanticipated events that place cost pressures on First Nations Child and Family Service Agencies which can not be absorbed into the current budget without cutting other essential services. Provincial government respondents to the Phase two survey indicate that they have the option of applying to provincial treasury boards or similar structures to offset unexpected costs but First Nations Child and Family Service Agencies do not have such a safeguard. Under the current formula they are left to manage unexpected costs within the funding envelope regardless of the scope or cost incurred.

Phase three research findings reveal a number of examples of extraordinary costs experienced by First Nations Child and Family Service Agencies such as:

- Suicide epidemics affecting children and young people
- High levels of substance misuse in communities resulting in a large number of children being at risk of abuse or neglect.
- Inquests relating to the deaths or severe injury of a child served by a First Nations child and family service agency.
- Changes in provincial child welfare legislation.

There were also a myriad of costs which would,

within a mainstream system, be considered ordinary expenditures but as Dr. Cradock notes the under funding of the current child welfare system by INAC means that agency capacity to absorb even the most modest of unexpected occurrences is compromised.

The costs of extraordinary event vary by incident, but as Kathryn Irvine (2004) notes, crisis events in communities have three key components which would introduce costs to First Nations Child and Family Service Agencies: 1) Enhancing community preparedness to respond to crisis involving children and youth 2) responding to the crisis and 3) assisting children, youth and families to cope with the after effects of a crisis. Within a child welfare context such a response may include 1) developing a community suicide prevention program in concert with allied resources 2) providing immediate support services to youth who attempt suicide and prevention support to other youth and 3) assisting affected community members with the emotional turmoil associated with suicide attempts and reviewing the incident to see how it may inform future responses.

As the definition and costs of extraordinary events are unpredictable, we recommend establishing a national pool of funds in the amount of 2 million dollars to be refreshed annually and adjusted as needed.

A proposed mechanism for receiving applications from the fund would be to leverage the efficacy of the National Policy Review Project Management Committee structure which was composed of a representative from INAC headquarters, a First Nations delegate appointed by the First Nations child and family service agency representatives on the National Advisory Committee and a representative from the Assembly of First Nations. This group could develop an application process, process for the review of applications and financial and programmatic accountability frameworks that are reflective of INAC's mandate and the needs of FNCFS. This group could leverage the models for emergency disaster relief distribution in order to ensure that funds are released in a timely manner in order to avoid undue duress on First Nations CFS agencies.

10. LIABILITY COSTS

Arising from Child Welfare

Liability costs arising from child welfare interventions have become a growing concern amongst child welfare providers over the past ten years. The Supreme Court of Canada has adjudicated several cases relevant to child welfare and more specifically the degree to which child welfare organizations can be held responsible for the safety and wellbeing of children in care. As reported by Eileen Vanderburg in her report contained in Appendix H, the courts have held that child welfare organizations have a special duty to children in care that is afforded by their role as guardians and custodians. The Critchley decision in particular ruled that the state run child welfare organization had a duty to ensure that children in a child welfare placement are safely cared for.

Upon reviewing the current status of tort law regarding child welfare and surveying the damages awarded to litigants claiming negligence or maltreatment by the state, Ms. Vanderburg recommends a minimum coverage of 5 million dollars per incident.

Key informant interviews with insurance brokers indicate there is only one major insurance carrier in North America that will provide child welfare coverage up to a maximum value of one million dollars per incident. This reluctance flows from insurance risk assessments arising from the residential schools issue and an overall trend of increasing litigation in child welfare. Phase three survey results indicate that most agencies were insured to a value of 1 million dollars with one agency having received 5 million dollars in insurance from an Indigenous brokerage firm at a cost of 24,000.00 per annum.

This means that the majority of agencies in Canada are at risk of paying out as much as 4 million dollars plus legal fees should a current, or former, child in care or family receiving services successfully sue the agency. This would result in financial bankruptcy of the vast majority of agencies. The provinces are able to absorb these costs due to their large economy of scale, not unlike how the federal government is currently funding

liability claims resulting from residential schools related litigation.

We are recommending that a national pool of seven million dollars be established to cover such costs and that the pool be refreshed annually and adjusted as needed. This pool could be administered in a fashion similar to that suggested for extraordinary circumstances with expert consultations from actuary experts.

11. CULTURALLY BASED STANDARDS

Culturally based practice pivots on culturally based operational and practice standards. Therefore, having child welfare standards that meet the needs of the clients is of utmost importance to the First Nations child and family agencies. However, there is minimal funding to develop and maintain culturally appropriate child welfare standards. The child welfare standards utilized by First Nation agencies across Canada are very diverse, as are the communities they serve. This diversity requires the development and maintenance of standards that are appropriate and applicable to the people each agency serves. This request applies not only to First Nations agencies serving First Nations but also to First Nations communities being served by non- First Nations agencies.

The development of standards for First Nation's agencies is critical to the delivery of culturally based services. As one is required to follow the other, financial support is mandatory to adequately meet the needs of the First Nation's clients. The development of culturally based standards by First Nation's agencies particular to their clientele can contribute to the overall impact and success of the agency, children and families. Phase 2 researches indicated that 41.7% of the agencies are currently developing their own child welfare laws. It also indicated that 50% of the agencies that participated are not currently developing their own standards and another 8% indicated it was not applicable. There is broad based support for the development of culturally based standards but many of the agencies who have not developed them identify lack of funds as a barrier. This illustrates the need and trend to provide more resources for the agencies to develop standards to better meet the needs of their clientele.

Both the development of standards and maintenance is critical to the agencies. Standards need to be updated to reflect changes in legislation, practice or policy as well as evolutions in community needs.

Within the Phase 3 survey, agencies were asked how much more funding is required to meet the need of culturally based standards and practice. Please note, this does not solely represent the development and maintenance of standards, but also consists of such practices as employing Elders, ceremonies, and cultural events to inform such standards. Results from the survey indicate that on average agencies had a shortfall of \$32,000 per annum. This number expresses a need to upgrade current funding to develop and maintain cultural standards and practice. Therefore, it is recommended that each agency receive an additional \$30 000 per annum within the formula going forward, for a total increase of 2.79 million per annum.

12. ORGANIZATIONAL LEARNING AND NETWORKING

As noted in the National Policy Review (McDonald and Ladd, 2003), First Nations Child and Family Service Agencies have limited opportunities to network and share information with one another. There are only two formal regional organizations to support the work of agencies at a regional level- one is located in BC and the other in Ontario. Agency directors in other regions meet informally but receive no resources for travel, to hire staff to organize the meetings or to follow up on identified tasks. Although there have been no detailed studies on the cost efficacy of these organizations we propose that the cost savings could be significant if agencies are able to identify mutual needs that can be best served by joint projects. For example, the Caring for First Nations Children Society (www.cfncs.com), which provides policy support to FNCFS in BC, has developed a province wide training program for social workers containing a community specific field component to ensure training is linked directly to the culture/ context in which the social worker is employed. They also provide policy and secretariat support to

the group of First Nations child and family service agency directors to ensure that decisions made by the collective are followed through.

At a national level, the First Nations Child and Family Caring Society of Canada (www.fncfcs.com) has developed an on line data base of over 2000 annotated resources on Aboriginal child welfare providing a one stop resource centre for agencies. It also has an on line journal to support best practices and has participated in national research projects including First Nations such as the Canadian Incidence Study on Reported Child Abuse and Neglect and, of course, the current research project.

Regional organizations will likely save money over time as they avoid the "recreating the wheel" syndrome on common issues. There are, of course, some policies and standards and training programs that should be developed on an agency by agency basis but where possible joint work on projects of mutual benefit should be encouraged.

We are recommending that each of six regions be allocated \$250,000 each to establish non political research, policy and practice forums for agencies in the region. This amount represents the following expenses:

13. RESEARCH

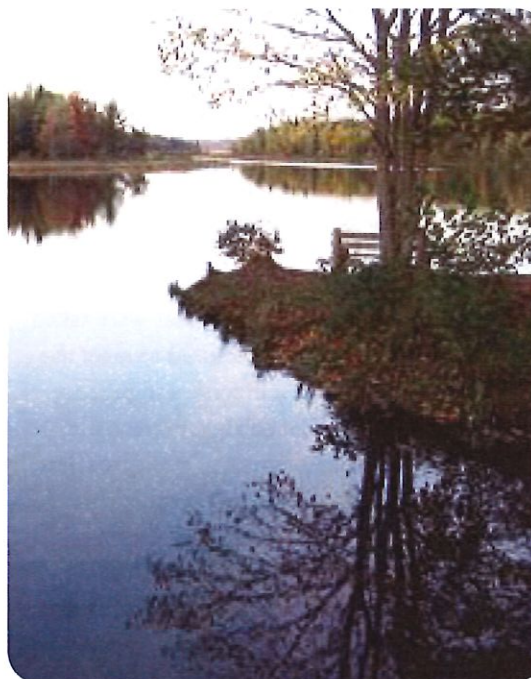
Evidence based decision making in child welfare is vital to ensure that resources are targeted

Expense	Amount per annum	Assumptions
Coordinator (salary/benefits)	\$65,000.00	Assume MSW and at least five years experience or equivalent
Administrative support with bookkeeping skills	\$30,000.00	Assume certificate in office management and two years experience
Admin Fee	\$20,000.00	office supplies, furniture, computers, mail, printing, phone, audit
Rent and utilities	\$15,000.00	Assume 1000 square feet of space
Meeting space	\$ 6000.000	Assume 750 dollars per day for two days of meetings occurring four times per year
Travel subsidies for Agency Directors to attend meetings	\$72,000.00	Assumes \$1200.00 per trip by 15 directors for 4 meetings
Project funds	\$42,000.00	To be determined by agency directors

to the most prevalent risk factors that First Nations children and families experience and that interventions achieve intended outcomes (Trocme, 2003; Lane, 2003; Blackstock, 2003). The importance of evidence based research is embodied in the current research program where INAC required quantitative and qualitative evidence to support is application for a renewed Treasury Board authority for First Nations child welfare. As noted in the National Policy Review (McDonald and Ladd, 2000) continued investment in research specific to First Nations child welfare is critical as there is still a significant dearth of research in this area as compared to research on other Canadian children. The FNCFCS estimated that in 2003 the aggregate national investment in First Nations child welfare research was about \$350,000 whereas the amount of money spent on First Nations child welfare by INAC alone is one thousand times that amount. There is no funding in the current INAC funding envelope for child and family services research of any form. If we want to ensure that the available resources are used to their maximum efficacy then research at an agency, regional and national level are required. We are recommending that a research pool of 1,210,000 be set aside annually for research. Included in this envelope is \$450,000 (\$15,000 per site) in funding to support the participation of 30 agencies in the third cycle of the Canadian Incidence Study of Reported Child Abuse and Neglect to be conducted in 2008. This study has been extremely important in identifying why so many First Nations children are coming into care and informing how funds can be targeted to get at identified risks. The remaining funds will be made available on a proposal basis with an independent review committee analyzing the merits of each proposal including the potential of the research project to inform practice in a number of agencies. Grant criteria and review mechanisms such as that established by the Centre of Excellence for Child Welfare for their community development grants could be used to guide the development of the grant process for these funds.

14. EVALUATION AND OUTCOMES

Evaluation is critical to gauge the efficacy of programs and services provided to First Nations



children and families (Trocme, 2003). The current formula provides funding to agencies in years 3 and 6 of operation (McDonald and Ladd, 2000). Survey results from phases 2 and 3 affirm that First Nations Child and Family Service Agencies see the importance of evaluation and call for the provision of evaluation funding past year six. Survey results indicate that the average large scale evaluation costs about \$28,000 – this is likely influenced by the current allotment of 30,000 for evaluations in years 3 and 6. Nonetheless, the research team recommends providing \$10,000 per annum for agencies to conduct evaluations. We further recommend that agencies be given the option of deferring evaluation revenue over fiscal years to pool monies for large scale evaluations.

SUMMARY OF PROPOSED REFORMS TO THE DIRECTIVE

Appendix I, Tables 16 and 17 contain summary overviews of the reform proposals and their cost to government.

Table 16 assumes that some expenditures, on MIS, Capital and the Liability Pool, may be pool financed i.e. provided for in a replenishable pool from which agencies would draw according to established priority need. These pools would, in total, amount to \$22.6 million.

All other identified revenue needs of agencies/

costs to government are annual. In total, they amount to \$89.9 million if the pooling proposal is accepted.

Two types of proposals are being made. The first constitutes **adjustments** to the existing funding formula. The second involves **new funding streams**.

Under the first, **adjustments**, there is an adjustment for inflation of \$21.2 million and this would be built into base going forward, with annual adjustments being made thereafter.

The Fixed Amount per Agency adjustment, of \$15.5 million, fills gaps in the current Fixed Amount by providing for services which are either not covered, such as janitorial or human relations, or inadequately covered, such as salaries, records keeping and legal.

Remoteness Allowances are adjusted by \$4.2 million, first, to recognize that city centers are more appropriate for child welfare services than the 'service centers' currently used and, second, to allow for increases in remoteness funding by between 3 and 8 per cent, depending on agency remoteness.

Some small agencies will receive Fixed Amount funds for the first time, while other small agencies will receive increased amounts, totaling \$1.2 million.

Under the second category, **new funding streams**, specific funding of wellness, least disruptive measures (LDM) and prevention will cost \$34.7 million and this amount grows steadily thereafter to \$69.4 million by year 7. This is the largest increase of all the proposals but it is one which will pay for itself over time in reduced maintenance costs.

Communities currently not served by agencies will receive \$1 million to allow them to offer some basic child welfare services.

An amount of \$30,000 per agency will be set aside for developing culturally appropriate standards, totaling \$2.8 million and another amount of \$30,000 every three years for on-going evaluations, totaling \$0.93 million a year.

Provision is made for one regional study every five years at a cost of \$150,000, together with an agency led study every five years costing \$50,000 and a national study every five years costing \$500,000. These are annualized to \$1.2 million.

A \$2.0 million per annum provision will be made for extraordinary circumstances and each region will receive \$250,000 to establish a new regional organization to provide forums for knowledge transfer and to design and implement projects that are of mutual benefit to all agencies in the region.

The three pools would be for MIS, which would cost \$5.6 million if all existing systems were replaced over time and a further \$3.5 million if all the above recommendations, which would lead to staffing increases, were accepted.

The capital pool is estimated at \$6.8 million, arrived at by averaging requests for more space, vehicles, repair, and accessibility improvement of \$111,000 for each of the 93 agencies, or \$10.3 million and deducting from that the 'rent' equivalent or 13 per cent of the salary and benefits component of funding adjustments outlined above, or about \$3.5 million.

Additional capital (space) needs resulting from new funding streams will require an additional \$3.7 million per annum in funding.

A liability pool for insurance claims in excess of \$1.0 million will be established at a cost of \$7.0 million.

Total costs are, therefore, \$22.9 million for the pools and \$86.4 million for annual funding needs.

Table 17 assumes no pooling of funding but instead, MIS, Capital and the Liability Insurance are funded annually. The assumptions are that MIS needs will be met over a two year period in the first instance, at a cost of \$4.56 million. Thereafter, annual amounts would be between one half to one third of the annual amounts shown as systems would be replaced or fundamentally upgraded every four to six years.

The capital pool would be replaced by annual funding to permit mortgage borrowing of currently

unmet capital needs, amounting to about \$1.98 million a year.

The liability pool would be replaced by annual funding over two years, at \$3,500,000 per annum.

The revenue needs for First Nations Child and Family Service Agencies total \$96.5 million per annum

Tables 18, 19 and 20 in Appendix I give detailed examples of how the above proposals would affect three anonymous agencies in Alberta, the Atlantic region and Manitoba, for purposes of illustration.

ANTICIPATED OUTCOMES AND BENEFITS OF DOING EVERYTHING

The anticipated economic, social and cultural benefits of fully implementing the recommended reforms are substantial, benefiting First Nations children, families, Nations and Canadian society at large. The social benefits are significant –the cost is minimal representing 1.25% of the 8 billion dollar surplus budget that Canada reported in 2004/2005. If these recommendations are implemented in whole and without compromise:

- 1) Jordan would be the last child to die in a hospital because governments put themselves first.
- 2) First Nations children who are experiencing abuse and neglect would have an equitable chance to stay safely at home.
- 3) First Nations children in care would have access to the cultural, spiritual, physical and emotional supports they need and what every caring parent would want to provide.
- 4) First Nations social workers would receive equitable salary levels to their colleagues off reserve.
- 5) First Nations agencies could develop their own child welfare laws and standards.
- 6) Increased research and evaluation funding means we would know more about how to

help First Nations children and families experiencing child maltreatment.

- 7) Every social worker would have access to a computer which would be able to collect information that helps them do their job better and more efficiently.
- 8) Persons with disabilities and children would have access to safe and friendly office spaces.
- 9) First Nations children living in remote areas would not receive less because things cost more.
- 10) First Nations agencies would be able to learn from one another, support one another and collaborate with other disciplines to ensure that children benefit from the very best that everyone has to offer.
- 11) First Nations agencies could respond to unexpected events or community crisis without worrying about having to cut programs to meet the costs.
- 12) Every First Nations child would receive culturally based child welfare supports – no matter if she/he lived in a small or large First Nation.

Doing everything could result in economic payback. Investments in wellness, prevention and least disruptive measures (LDM) would pay for themselves within 28 years. This economic payback is in child welfare terms only and does not account for the significant benefits that would result from having healthy children grow into healthy and independent adults who would be less likely to access the services of justice, health, drug and alcohol, mental health and unemployment insurance.

Most of all First Nations children would for the first time have a chance to receive equitable child welfare services and INAC would have the opportunity for the first time ever to send a message to First Nations children that they really do count – and the days of under funding and under valuing them are over.

COST OF DOING NOTHING

This is a powerful option – one that has guided INAC to date. It has chosen to stand still – but it has cost a significant price. Bowlus and McKenna (2003) estimate that the annual cost of child maltreatment to Canadian society is 16 billion dollars per annum. As increasing numbers of studies indicate that First Nations children are over represented amongst children in care and Aboriginal children in care they compose a significant portion of these economic costs (Trocme, Knoke and Blackstock, 2004; Trocme, Fallon, McLaurin and Shangreux, 2005; McKenzie, 2002). A failure of governments to invest in a substantial way in prevention and least disruptive measures is a false economy – The choice is to either invest now and save later or save now and pay up to 6-7 times more later (World Health Organization, 2004.)

The Department of Indian Affairs currently spends over 350 million dollars per year on child welfare and the vast majority of this budget is spent on keeping First Nations children in care. The current formula provides a dearth of resources to keep abused and neglected children safely at home. These services, known as least disruptive measures, are required by statute and are available to every other Canadian child. The lack of early intervention services contributes to the large numbers of First Nations children entering care and staying in care. For the Department this means an increase in the maintenance budget of 11% per year. For First Nations children it means that the numbers of children in child welfare care increased a staggering 71.5 between 1995 and 2001 (McKenzie, 2002) At this rate there will be close to 15,000 status Indian children on reserve in care by 2011 that will collectively spend about 3.9 million days in care per year. If one assumes a very modest estimate of an average of 80.00 per day to care for these children (exempting social work and administration costs) maintenance costs alone would exceed 312 million per annum by 2011 (would need to be adjusted upwards in accordance with inflation rates).

Doing nothing could also result in Canada being found vicariously liable for discriminatory funding

in child welfare knowingly resulting in harm or disadvantage to another generation of First Nations children. Regardless of opinions on the legal merits of this potential action, the political fall out would be substantial –especially on the heels of the residential school era.

Doing nothing would also erode Canada's international human rights reputation and call into question its commitment to the United Nations Convention on the Rights of the Child that require that States that know about rights violations for children, have the solutions and have the resources act- to redress the rights violation without delay. Canada knows about the problems resulting from Canada's long term under funding of First Nations child welfare (McDonald and Ladd, 2000), it has a solution that was jointly developed by First Nations and it has an 8 billion dollar surplus. To stand still, or implement these recommendations in a piece meal fashion, when doing the right thing is possible – would be failure for all of us – but especially for the First Nations children. Surely, Canada would want to go over and above for abused and neglected children – this is its chance to at least be equal. Maybe in the future Canada will go above and beyond for First Nations children – but for now equal would be an important first step.

CONCLUDING REMARKS

Supporting the healthy development and prevention of child abuse and maltreatment of First Nations children and families in First Nations communities is the premise of these recommendations. The strength of these recommendations are sourced in the experience and wisdom of the Elders, First Nations agencies and line staff who work every day to enrich the lives of First Nations children and families. These are the people who have front line experience with the current system and see first hand the sadness, shortfalls, triumphs and successes within the communities. Their opinions, perceptions, and experiences have been expressed in the *Wen:de* (2005) and *Wen:de - The Journey Continues* reports. The message is consistent. The consequences of under funding First Nations

children and families are born out every day by children themselves and the real tragedy is that is unnecessary – especially in a country running an 8 billion dollar surplus.

Further resources are needed to ensure First Nations children and families have the opportunity to receive care that is culturally appropriate, equitable and meets their needs. This care, as outlined throughout the document, is required before, during and after a crisis has been identified. Currently the funding is aimed at reactive measures. The recommendations in this report would introduce supports to children and families in their home to curtail crisis and reduce the need to remove children from their homes whenever possible. The merits of these preventative and least disruptive measures approaches have been well documented resulting in social and economic savings for individuals, families and governments. The proposed system would leverage the strength and resilience of First Nations families by providing them with some of the essential tools to safely care for their children.

Although each suggested change element is presented as a separate item, it is important to understand that these elements are interdependent and adoption in a piece meal fashion would undermine the overall efficacy of the proposed changes. For example, providing least disruptive measures funding for at home child maltreatment interventions without providing the cost of living adjustment would result in agencies not having the infrastructure and staffing capacity to maximize outcomes. Similarly, these recommendations assume that there will be no reductions in the First Nations child and family service agency funding envelope. Situations where funds in one area are cut back and redirected to other funding streams in child and family services should be avoided as our research found that under funding was apparent across the current formula components.

The report has presented two separate but critically interconnected sections: 1) recommendations for policy change or clarification and 2) recommendations for modifications to the current formula. This research project did not specifically focus on the maintenance envelope due

to time and resource restrictions so this is an area for ongoing research.

Overall the following recommendations are based on the best available evidence and provide a funding foundation to support First Nations aspirations to culturally based and equitable child welfare services in their communities whilst incorporating mechanisms to support organizational learning and evaluation.

**Together will all of our strength, communities, experts, researchers, young people and Elders
– we have all done our best to tell this story
– now it's Canada's turn.**



In loving memory of Jordan.

REFERENCES

- Auditor General of Canada (2002). *Streamlining First Nations reporting to federal organizations*. News Release. Retrieved June 11, 2005, from <http://www.oagbvg.gc.ca/domino/reports.nsf/a1b15d892a1f761a852565c40068a49217370bc050db200d85256c7d004bd37f?OpenDocument>
- Blackstock, C. (2003). First Nations child and family services: restoring peace and harmony in First Nations communities. In K. Kufeldt & B. McKenzie (Eds.), *Child Welfare: Connecting Research Policy and Practice*. (pp. 331-342). Waterloo, Ontario: Wilfred Laurier University Press.
- Blackstock, C., Trocmé, N., & Bennett, M. (2004). Child welfare response to Aboriginal and Caucasian children in Canada: A comparative analysis. *Violence against women*, 10(8), 901-916.
- Blackstock, C. and Trocme, N. (2005) *Community based child welfare for Aboriginal children: Supporting resiliency through structural change*. In M. Unger (Ed.) *Handbook for working with children and youth: pathways to resilience across cultures and contexts*. Thousand Oaks: Sage Publications.
- Bowlus, A. McKenna, K., Tanis D., & Wright, D., (2003). *Economic consequences of child abuse in Canada*. Report prepared for the Law Commission of Canada. Retrieved June 11, 2005, from <http://www.lcc.gc.ca/en/themes/mrf/ca/mckenna/mckenna.pdf>
- Child Welfare League of America (2005). *Recommended caseload standards*. Retrieved September 20, 2005 from <http://www.cwla.org/newsevents/news030304cwlacaseload.htm>
- Cornell, S. & Kalt, J.P. (2002). *Reloading the dice: improving the chances for economic development on American Indian reservations*. Retrieved from www.ksg.harvard.edu/hpaied/res_main.htm
- Foxcroft, D. & Blackstock, C. (2003). USMA: Cherished ones, precious ones, the children A First Nations approach to child, family, and community well-being. In N. Trocme, D. Knoke, & C. Roy (Eds.), *Community collaboration and differential response: Canadian and international research and emerging models of practice* (pp.105-111). Ottawa: Centre of Excellence for Child Welfare.
- Human Resources Development Canada (2005) *Child and family services statistical report*. Retrieved July 8th, 2005, from <http://www11.sdc.gc.ca/en/cs/sp/sdc/socpol/publications/statistics/2004-002599/page11.shtml>.
- Irvine, K. (2004). *Crisis response in First Nations child and family services*. Ottawa: First Nations Child and Family Caring Society of Canada.
- Jones, H. (2003). *The integrated children's system* Retrieved June 12, 2005, from http://www.cwlc.ca/conference/papers/Helen_Jones.pdf
- Lane, L. (2003) *Influencing child welfare policy annotated bibliography*. Ottawa: Centre of Excellence for Child Welfare.
- Lavalee, T. (2005) *Federally funded Manitoba First Nation children with complex medical needs*. Paediatrics and Child Health (in press). Ottawa: Canadian Paediatric Society.
- McDonald, R., & Ladd, P. (2000). *Joint national policy review on First Nations child and family services*. Ottawa: Assembly of First Nations and the Department of Indian Affairs and Northern Development Canada.
- McKenzie, B. (2002). *Block funding child maintenance in First Nations child and family services: A Policy Review*. Report: Kahnawake Shaktiia'takenhas Community Services, Winnipeg, MB.
- Nadiwan, S., & Blackstock, C. (2003). *Caring across the boundaries: Promoting access to voluntary sector resources for First Nations children and families*. Ottawa: First Nations Child and Family Caring Society of Canada.
- Statistics Canada. (2001) *Aboriginal Peoples of Canada* Retrieved July 3, 2005 from <http://www12.statcan.ca/english/census01/products/analytic/companion/abor/canada.cfm>
- Trocme, N., Knoke D., & Blackstock, C. (2004). Pathways to the overrepresentation of Aboriginal children in Canada's child welfare system.. *Social Service Review*, Vol (Issue) pages
- Trocme, N., MacLaurin, B., Fallon, B., Daciuk, J., Billingsley, D., Tourigny, M., Mayer, M., Wright, J., Barter, K., Burford, G., Hornick, J., Sullivan, R., & McKenzie, B. (2001). *Canadian incidence study of reported child abuse and neglect: Final report*. Ottawa: Health Canada.
- Trocme, N. (2003) The importance of process in developing outcomes measures. *Keynote Address, National Outcomes Symposium*. Ottawa: February 20-21, 2003. Retrieved June 11, 2005, from <http://www.cecw-cepb.ca/DocsEng/OutcomesSymposiumTrocme.pdf>
- United Nations Committee on the Rights of the Child. (2003). *Concluding observations: Canada*. Geneva: United Nations High Commission on Human Rights.
- United Nations Permanent Forum on Indigenous Issues (2005) *Report on the Fourth Session 6-27 May 2005*. Retrieved September 18, 2005 at <http://daccessdds.un.org/doc/UNDOC/GEN/N05/377/61/PDF/N0537761.pdf?OpenElement>
- World Health Organization. June 9, 2004. *WHO report reveals economic costs of interpersonal violence*. Retrieved June 11, 2005, from <http://www.who.int/mediacentre/news/releases/2004/pr40/en/>

APPENDIX A - INFLATION WORKSHEETS

TABLE 2								
Losses on INAC Operations Funding Due to Lack of Inflation Cover								
By Region 1999-2005								
	CPI	CPI	Manitoba			Alberta		
		set at 100						
			Formula Funding	Adjusted For Inflation	Difference	Formula Funding	Adjusted For Inflation	Difference
1995	104.2	100.0						
1996	105.9	101.6						
1997	107.6	103.3						
1998	108.6	104.2						
1999	110.5	106.1	\$26,003,331	\$27,575,509	\$1,572,178	\$18,696,982	\$19,827,414	\$1,130,432
2000	112.5	108.0	\$26,894,433	\$29,036,696	\$2,142,263	\$19,466,719	\$21,017,331	\$1,550,612
2001	116.4	111.7	\$27,358,770	\$30,562,004	\$3,203,234	\$20,010,414	\$22,353,284	\$2,342,870
2002	119.0	114.2	\$27,021,542	\$30,859,535	\$3,837,993	\$21,182,392	\$24,191,023	\$3,008,631
2003	122.3	117.4	\$27,791,261	\$32,618,726	\$4,827,465	\$21,220,056	\$24,906,074	\$3,686,017
2004	124.6	119.6	\$28,074,251	\$33,570,554	\$5,496,303	\$21,567,405	\$25,789,814	\$4,222,409
2005	126.3	121.2	\$28,447,452	\$34,480,933	\$6,033,481	\$21,917,142	\$26,565,595	\$4,648,453
	Cumulative Inflation Losses 1999-2005				\$27,112,916			\$20,589,425

continued on the next page

APPENDIX B LEAST DISRUPTIVE MEASURES AND PREVENTION TABLES

TABLE 3 a (8%)	TOTALS	Year 1	Year 2	Year 3
	Present Value	Nominal Value		
Discount rate 0.08				
OPTION #1: Operating and Prevention/Savings in Maintenance - Manitoba				
SAVINGS in maintenance costs (33,822 children 0-18)				
All First Nations CFS agencies in Manitoba combined				
Population (0-18): 33,822 x 3.5% increase to Year 6; 3.0% after Year 6		35,006	36,231	37,499
No Prevention: multiply population x 6% estimated CIC		2,100	2,174	2,250
Assume CIC is maintained at Year 1 rate 2,100 children		-	37	75
Savings in maintenance costs (33,822 children 0-18) \$20,000 per child	\$233,344,056		\$735,121	\$1,495,972
COSTS				
Allocation of Funding for preventive services and programs: Manitoba only				
(\$20 million will be drawn on gradually over the next seven years)				
Assume program costs are gradually added at 50%-Yr1&2; 90% Yr3&4; 95% Yr5&6; 100% Yr7				
LEAST DISRUPTIVE MEASURES				
Child Care Workers \$2,219,629	\$24,186,504	\$1,109,815	1,109,815	1,997,666
Family Support \$5,075,507	\$55,305,985	\$2,537,754	2,537,754	4,567,956
Resource Workers \$3,327,907	\$36,263,013	\$1,663,954	1,663,954	2,995,116
Supervisors \$2,571,169	\$28,017,109	\$1,285,585	1,285,585	2,314,052
Administration \$1,979,133	\$21,565,905	\$989,567	989,567	1,781,220
	\$165,338,515	\$7,586,673	\$7,586,673	\$13,656,011
PREVENTION				
Prevention/CD worker \$2,509,362	\$27,343,621	\$1,254,681	1,254,681	2,258,426
Outreach/advocacy \$ 716,964	\$7,812,500	\$358,482	358,482	645,268
Supervisors \$ 797,941	\$8,694,878	\$398,971	398,971	718,147
Administration \$ 603,640	\$6,577,649	\$301,820	301,820	543,276
	\$50,428,648	\$2,313,954	\$2,313,954	\$4,165,116
TOTAL OUTLAYS	\$215,767,163	\$9,900,626	\$9,900,626	\$17,821,127
Payback to INAC is approximately 42 years under Option #1	\$17,576,893	\$(9,900,626)	\$(9,165,505)	\$(16,325,155)
% increase in costs on initial Manitoba budget of \$28,447,552		34.80%	34.80%	62.65%
NATIONAL				
SAVINGS extrapolated to the national level	\$758,102,846	\$0	\$2,579,373	\$5,249,023
COSTS extrapolated to the national level	\$757,077,765	\$34,739,039	\$34,739,039	\$62,530,270
Net Savings (Costs)	\$1,025,081	-\$34,739,039	-\$32,159,666	-\$57,281,246
% increase in costs		34.80%	34.80%	62.65%
Cost Breakdown: Least Disruptive Measures		\$26,619,904	\$26,619,904	\$47,915,826
Prevention		\$8,119,135	\$8,119,135	\$14,614,443

TABLE 3 a (8%)	Year 4	Year 5	Year 6	Year 7
Discount rate 0.08	0.08			
OPTION #1: Operating and Prevention/Savings in Maintenance - Manitoba				
SAVINGS in maintenance costs (33,822 children 0-18)				
All First Nations CFS agencies in Manitoba combined				
Population (0-18): 33,822 x 3.5% increase to Year 6; 3.0% after Year 6	38,812	40,170	41,576	42,823
No Prevention: multiply population x 6% estimated CIC	2,329	2,410	2,495	2,569
Assume CIC is maintained at Year 1 rate 2,100 children	146	219	299	370
Savings in maintenance costs (33,822 children 0-18) \$20,000 per child	\$2,913,436	\$4,380,512	\$5,983,292	\$7,405,186
COSTS				
Allocation of Funding for preventive services and programs: Manitoba only (\$20 million will be drawn on gradually over the next seven years)				
Assume program costs are gradually added at 50%-Yr1&2; 90% Yr3&4; 95% Yr5&6; 100% Yr7				
LEAST DISRUPTIVE MEASURES				
Child Care Workers \$2,219,629	1,997,666	2,108,648	2,108,648	2,219,629
Family Support \$5,075,507	4,567,956	4,821,732	4,821,732	5,075,507
Resource Workers \$3,327,907	2,995,116	3,161,512	3,161,512	3,327,907
Supervisors \$2,571,169	2,314,052	2,442,611	2,442,611	2,571,169
Administration \$1,979,133	1,781,220	1,880,176	1,880,176	1,979,133
	\$13,656,011	\$14,414,678	\$14,414,678	\$15,173,345
PREVENTION				
Prevention/CD worker \$2,509,362	2,258,426	2,383,894	2,383,894	2,509,362
Outreach/advocacy \$ 716,964	645,268	681,116	681,116	716,964
Supervisors \$ 797,941	718,147	758,044	758,044	797,941
Administration \$ 603,640	543,276	573,458	573,458	603,640
	\$4,165,116	\$4,396,512	\$4,396,512	\$4,627,907
TOTAL OUTLAYS	\$17,821,127	\$18,811,189	\$18,811,189	\$19,801,252
Payback to INAC is approximately 42 years under Option #1	\$(14,907,691)	\$(14,430,678)	\$(12,827,898)	\$(12,396,066)
% increase in costs on initial Manitoba budget of \$28,447,552	62.65%	66.13%	66.13%	69.61%
NATIONAL				
SAVINGS extrapolated to the national level	\$10,222,582	\$15,370,216	\$20,994,005	\$25,983,110
COSTS extrapolated to the national level	\$62,530,270	\$66,004,173	\$66,004,173	\$69,478,077
Net Savings (Costs)	-\$52,307,687	-\$50,633,958	-\$45,010,168	-\$43,494,967
% increase in costs	62.65%	66.13%	66.13%	69.61%
Cost Breakdown: Least Disruptive Measures	\$47,915,826	\$50,577,817	\$50,577,817	\$53,239,807
Prevention	\$14,614,443	\$15,426,357	\$15,426,357	\$16,238,270

TABLE 3 a (8%)	Year 16	Year 17	Year 18	Year 19
Discount rate 0.08	0.08			
OPTION #1: Operating and Prevention/Savings in Maintenance - Manitoba				
SAVINGS in maintenance costs (33,822 children 0-18)				
All First Nations CFS agencies in Manitoba combined				
Population (0-18): 33,822 x 3.5% increase to Year 6; 3.0% after Year 6	55,875	57,551	59,277	61,056
No Prevention: multiply population x 6% estimated CIC	3,353	3,453	3,557	3,663
Assume CIC is maintained at Year 1 rate 2,100 children	1,153	1,254	1,358	1,464
Savings in maintenance costs (33,822 children 0-18) \$20,000 per child	\$23,066,804	\$25,078,286	\$27,150,112	\$29,284,093
COSTS				
Allocation of Funding for preventive services and programs: Manitoba only (\$20 million will be drawn on gradually over the next seven years)				
Assume program costs are gradually added at 50%-Yr1&2; 90% Yr3&4; 95% Yr5&6; 100% Yr7				
LEAST DISRUPTIVE MEASURES				
Child Care Workers \$2,219,629	2,219,629	2,219,629	2,219,629	2,219,629
Family Support \$5,075,507	5,075,507	5,075,507	5,075,507	5,075,507
Resource Workers \$3,327,907	3,327,907	3,327,907	3,327,907	3,327,907
Supervisors \$2,571,169	2,571,169	2,571,169	2,571,169	2,571,169
Administration \$1,979,133	1,979,133	1,979,133	1,979,133	1,979,133
	\$15,173,345	\$15,173,345	\$15,173,345	\$15,173,345
PREVENTION				
Prevention/CD worker \$2,509,362	2,509,362	2,509,362	2,509,362	2,509,362
Outreach/advocacy \$ 716,964	716,964	716,964	716,964	716,964
Supervisors \$ 797,941	797,941	797,941	797,941	797,941
Administration \$ 603,640	603,640	603,640	603,640	603,640
	\$4,627,907	\$4,627,907	\$4,627,907	\$4,627,907
TOTAL OUTLAYS	\$19,801,252	\$19,801,252	\$19,801,252	\$19,801,252
Payback to INAC is approximately 42 years under Option #1	\$3,265,552	\$5,277,034	\$7,348,860	\$9,482,841
% increase in costs on initial Manitoba budget of \$28,447,552	69.61%	69.61%	69.61%	69.61%
NATIONAL				
SAVINGS extrapolated to the national level	\$80,936,153	\$87,993,985	\$95,263,551	\$102,751,204
COSTS extrapolated to the national level	\$69,478,077	\$69,478,077	\$69,478,077	\$69,478,077
Net Savings (Costs)	\$11,458,076	\$18,515,907	\$25,785,474	\$33,273,127
% increase in costs	69.61%	69.61%	69.61%	69.61%
Cost Breakdown: Least Disruptive Measures	\$53,239,807	\$53,239,807	\$53,239,807	\$53,239,807
Prevention	\$16,238,270	\$16,238,270	\$16,238,270	\$16,238,270

TABLE 3 a (8%)	Year 26	Year 27	Year 28	Year 29
Discount rate 0.08	0.08			
OPTION #1: Operating and Prevention/Savings in Maintenance - Manitoba				
SAVINGS in maintenance costs (33,822 children 0-18)				
All First Nations CFS agencies in Manitoba combined				
Population (0-18): 33,822 x 3.5% increase to Year 6; 3.0% after Year 6	75,091	77,343	79,664	82,054
No Prevention: multiply population x 6% estimated CIC	4,505	4,641	4,780	4,923
Assume CIC is maintained at Year 1 rate 2,100 children	2,306	2,442	2,581	2,724
Savings in maintenance costs (33,822 children 0-18) \$20,000 per child	\$46,126,190	\$48,829,453	\$51,613,814	\$54,481,707
COSTS				
Allocation of Funding for preventive services and programs: Manitoba only (\$20 million will be drawn on gradually over the next seven years)				
Assume program costs are gradually added at 50%-Yr1&2; 90% Yr3&4; 95% Yr5&6; 100% Yr7				
LEAST DISRUPTIVE MEASURES				
Child Care Workers \$2,219,629	2,219,629	2,219,629	2,219,629	2,219,629
Family Support \$5,075,507	5,075,507	5,075,507	5,075,507	5,075,507
Resource Workers \$3,327,907	3,327,907	3,327,907	3,327,907	3,327,907
Supervisors \$2,571,169	2,571,169	2,571,169	2,571,169	2,571,169
Administration \$1,979,133	1,979,133	1,979,133	1,979,133	1,979,133
	\$15,173,345	\$15,173,345	\$15,173,345	\$15,173,345
PREVENTION				
Prevention/CD worker \$2,509,362	2,509,362	2,509,362	2,509,362	2,509,362
Outreach/advocacy \$ 716,964	716,964	716,964	716,964	716,964
Supervisors \$ 797,941	797,941	797,941	797,941	797,941
Administration \$ 603,640	603,640	603,640	603,640	603,640
	\$4,627,907	\$4,627,907	\$4,627,907	\$4,627,907
TOTAL OUTLAYS	\$19,801,252	\$19,801,252	\$19,801,252	\$19,801,252
Payback to INAC is approximately 42 years under Option #1	\$26,324,938	\$29,028,201	\$31,812,562	\$34,680,455
% increase in costs on initial Manitoba budget of \$28,447,552	69.61%	69.61%	69.61%	69.61%
NATIONAL				
SAVINGS extrapolated to the national level	\$161,846,279	\$171,331,414	\$181,101,103	\$191,163,883
COSTS extrapolated to the national level	\$69,478,077	\$69,478,077	\$69,478,077	\$69,478,077
Net Savings (Costs)	\$92,368,202	\$101,853,337	\$111,623,026	\$121,685,806
% increase in costs	69.61%	69.61%	69.61%	69.61%
Cost Breakdown: Least Disruptive Measures	\$53,239,807	\$53,239,807	\$53,239,807	\$53,239,807
Prevention	\$16,238,270	\$16,238,270	\$16,238,270	\$16,238,270

[illegible]

TABLE 3 a (8%)	Year 37	Year 38	Year 39
Discount rate	0.08		
OPTION #1: Operating and Prevention/Savings in Maintenance - Manitoba			
SAVINGS in maintenance costs (33,822 children 0-18)			
All First Nations CFS agencies in Manitoba combined			
Population (0-18): 33,822 x 3.5% increase to Year 6; 3.0% after Year 6	103,943	107,061	110,273
No Prevention: multiply population x 6% estimated CIC	6,237	6,424	6,616
Assume CIC is maintained at Year 1 rate 2,100 children	4,038	4,225	4,417
Savings in maintenance costs (33,822 children 0-18) \$20,000 per child	\$80,749,036	\$84,490,985	\$88,345,192
COSTS			
Allocation of Funding for preventive services and programs: Manitoba only (\$20 million will be drawn on gradually over the next seven years)			
Assume program costs are gradually added at 50%-Yr1&2; 90% Yr3&4; 95% Yr5&6; 100% Yr7			
LEAST DISRUPTIVE MEASURES			
Child Care Workers \$2,219,629	2,219,629	2,219,629	2,219,629
Family Support \$5,075,507	5,075,507	5,075,507	5,075,507
Resource Workers \$3,327,907	3,327,907	3,327,907	3,327,907
Supervisors \$2,571,169	2,571,169	2,571,169	2,571,169
Administration \$1,979,133	1,979,133	1,979,133	1,979,133
	\$15,173,345	\$15,173,345	\$15,173,345
PREVENTION			
Prevention/CD worker \$2,509,362	2,509,362	2,509,362	2,509,362
Outreach/advocacy \$ 716,964	716,964	716,964	716,964
Supervisors \$ 797,941	797,941	797,941	797,941
Administration \$ 603,640	603,640	603,640	603,640
	\$4,627,907	\$4,627,907	\$4,627,907
TOTAL OUTLAYS	\$19,801,252	\$19,801,252	\$19,801,252
Payback to INAC is approximately 42 years under Option #1	\$60,947,784	\$64,689,733	\$68,543,940
% increase in costs on initial Manitoba budget of \$28,447,552	69.61%	69.61%	69.61%
NATIONAL			
SAVINGS extrapolated to the national level	\$283,329,951	\$296,459,596	\$309,983,131
COSTS extrapolated to the national level	\$69,478,077	\$69,478,077	\$69,478,077
Net Savings (Costs)	\$213,851,874	\$226,981,519	\$240,505,054
% increase in costs	69.61%	69.61%	69.61%
Cost Breakdown: Least Disruptive Measures	\$53,239,807	\$53,239,807	\$53,239,807
Prevention	\$16,238,270	\$16,238,270	\$16,238,270

Year 40	Year 41	Year 42
113,581	116,989	120,499
6,815	7,019	7,230
4,616	4,820	5,031
\$92,315,026	\$96,403,954	\$100,615,551
2,219,629	2,219,629	2,219,629
5,075,507	5,075,507	5,075,507
3,327,907	3,327,907	3,327,907
2,571,169	2,571,169	2,571,169
1,979,133	1,979,133	1,979,133
\$15,173,345	\$15,173,345	\$15,173,345
2,509,362	2,509,362	2,509,362
716,964	716,964	716,964
797,941	797,941	797,941
603,640	603,640	603,640
\$4,627,907	\$4,627,907	\$4,627,907
\$19,801,252	\$19,801,252	\$19,801,252
\$72,513,774	\$76,602,702	\$80,814,299
69.61%	69.61%	69.61%
\$323,912,371	\$338,259,489	\$353,037,021
\$69,478,077	\$69,478,077	\$69,478,077
\$254,434,294	\$268,781,412	\$283,558,943
69.61%	69.61%	69.61%
\$53,239,807	\$53,239,807	\$53,239,807
\$16,238,270	\$16,238,270	\$16,238,270

TABLE 3 b (3.5%)	TOTALS	Year 1	Year 2	Year 3
	Present Value	Nominal Value		
Discount rate 0.035	0.035			
OPTION #1: Operating and Prevention/Savings in Maintenance - Manitoba				
SAVINGS in maintenance costs (33,822 children 0-18)				
All First Nations CFS agencies in Manitoba combined				
Population (0-18): 33,822 x 3.5% increase to Year 6; 3.0% after Year 6		35,006	36,231	37,499
No Prevention: multiply population x 6% estimated CIC		2,100	2,174	2,250
Assume CIC is maintained at Year 1 rate 2,100 children		-	37	75
Savings in maintenance costs (33,822 children 0-18) \$20,000 per child	\$347,216,936		\$735,121	\$1,495,972
COSTS				
Allocation of Funding for preventive services and programs: Manitoba only				
(\$20 million will be drawn on gradually over the next seven years)				
Assume program costs are gradually added at 50%-Yr1&2; 90% Yr3&4; 95% Yr5&6; 100% Yr7				
LEAST DISRUPTIVE MEASURES				
Child Care Workers \$2,219,629	\$37,347,051	\$1,109,815	1,109,815	1,997,666
Family Support \$5,075,507	\$85,399,505	\$2,537,754	2,537,754	4,567,956
Resource Workers \$3,327,907	\$55,994,723	\$1,663,954	1,663,954	2,995,116
Supervisors \$2,571,169	\$43,261,995	\$1,285,585	1,285,585	2,314,052
Administration \$1,979,133	\$33,300,511	\$989,567	989,567	1,781,220
	\$255,303,785	\$7,586,673	\$7,586,673	\$13,656,011
PREVENTION				
Prevention/CD worker \$2,509,362	\$42,222,042	\$1,254,681	1,254,681	2,258,426
Outreach/advocacy \$ 716,964	\$12,063,498	\$358,482	358,482	645,268
Supervisors \$ 797,941	\$13,426,002	\$398,971	398,971	718,147
Administration \$ 603,640	\$10,156,731	\$301,820	301,820	543,276
	\$77,868,273	\$2,313,954	\$2,313,954	\$4,165,116
TOTAL OUTLAYS	\$333,172,058	\$9,900,626	\$9,900,626	\$17,821,127
Payback to INAC is approximately 42 years under Option #1	\$14,044,879	\$(9,900,626)	\$(9,165,505)	\$(16,325,155)
% increase in costs on initial Manitoba budget of \$28,447,552		34.80%	34.80%	62.65%
NATIONAL				
SAVINGS extrapolated to the national level	\$1,177,106,319	\$0	\$2,579,373	\$5,249,023
COSTS extrapolated to the national level	\$1,169,024,765	\$34,739,039	\$34,739,039	\$62,530,270
Net Savings (Costs)	\$8,081,554	-\$34,739,039	-\$32,159,666	-\$57,281,246
% increase in costs		34.80%	34.80%	62.65%
Cost Breakdown: Least Disruptive Measures				
Prevention		\$26,619,904	\$26,619,904	\$47,915,826
		\$8,119,135	\$8,119,135	\$14,614,443

TABLE 3 b (3.5%)	Year 4	Year 5	Year 6	Year 7
Discount rate 0.035				
OPTION #1: Operating and Prevention/Savings in Maintenance - Manitoba				
SAVINGS in maintenance costs (33,822 children 0-18)				
All First Nations CFS agencies in Manitoba combined				
Population (0-18): 33,822 x 3.5% increase to Year 6; 3.0% after Year 6	38,812	40,170	41,576	42,823
No Prevention: multiply population x 6% estimated CIC	2,329	2,410	2,495	2,569
Assume CIC is maintained at Year 1 rate 2,100 children	146	219	299	370
Savings in maintenance costs (33,822 children 0-18) \$20,000 per child	\$2,913,436	\$4,380,512	\$5,983,292	\$7,405,186
COSTS				
Allocation of Funding for preventive services and programs: Manitoba only (\$20 million will be drawn on gradually over the next seven years)				
Assume program costs are gradually added at 50%-Yr1&2; 90% Yr3&4; 95% Yr5&6; 100% Yr7				
LEAST DISRUPTIVE MEASURES				
Child Care Workers \$2,219,629	1,997,666	2,108,648	2,108,648	2,219,629
Family Support \$5,075,507	4,567,956	4,821,732	4,821,732	5,075,507
Resource Workers \$3,327,907	2,995,116	3,161,512	3,161,512	3,327,907
Supervisors \$2,571,169	2,314,052	2,442,611	2,442,611	2,571,169
Administration \$1,979,133	1,781,220	1,880,176	1,880,176	1,979,133
	\$13,656,011	\$14,414,678	\$14,414,678	\$15,173,345
PREVENTION				
Prevention/CD worker \$2,509,362	2,258,426	2,383,894	2,383,894	2,509,362
Outreach/advocacy \$ 716,964	645,268	681,116	681,116	716,964
Supervisors \$ 797,941	718,147	758,044	758,044	797,941
Administration \$ 603,640	543,276	573,458	573,458	603,640
	\$4,165,116	\$4,396,512	\$4,396,512	\$4,627,907
TOTAL OUTLAYS				
	\$17,821,127	\$18,811,189	\$18,811,189	\$19,801,252
Payback to INAC is approximately 42 years under Option #1	\$(14,907,691)	\$(14,430,678)	\$(12,827,898)	\$(12,396,066)
% increase in costs on initial Manitoba budget of \$28,447,552	62.65%	66.13%	66.13%	69.61%
NATIONAL				
SAVINGS extrapolated to the national level	\$10,222,582	\$15,370,216	\$20,994,005	\$25,983,110
COSTS extrapolated to the national level	\$62,530,270	\$66,004,173	\$66,004,173	\$69,478,077
Net Savings (Costs)	-\$52,307,687	-\$50,633,958	-\$45,010,168	-\$43,494,967
% increase in costs	62.65%	66.13%	66.13%	69.61%
Cost Breakdown: Least Disruptive Measures				
Prevention	\$47,915,826	\$50,577,817	\$50,577,817	\$53,239,807
	\$14,614,443	\$15,426,357	\$15,426,357	\$16,238,270

TABLE 3 b (3.5%)	Year 16	Year 17	Year 18	Year 19
Discount rate 0.035				
OPTION #1: Operating and Prevention/Savings in Maintenance - Manitoba				
SAVINGS in maintenance costs (33,822 children 0-18)				
All First Nations CFS agencies in Manitoba combined				
Population (0-18): 33,822 x 3.5% increase to Year 6; 3.0% after Year 6	55,875	57,551	59,277	61,056
No Prevention: multiply population x 6% estimated CIC	3,353	3,453	3,557	3,663
Assume CIC is maintained at Year 1 rate 2,100 children	1,153	1,254	1,358	1,464
Savings in maintenance costs (33,822 children 0-18) \$20,000 per child	\$23,066,804	\$25,078,286	\$27,150,112	\$29,284,093
COSTS				
Allocation of Funding for preventive services and programs: Manitoba only (\$20 million will be drawn on gradually over the next seven years)				
Assume program costs are gradually added at 50%-Yr1&2; 90% Yr3&4; 95% Yr5&6; 100% Yr7				
LEAST DISRUPTIVE MEASURES				
Child Care Workers \$2,219,629	2,219,629	2,219,629	2,219,629	2,219,629
Family Support \$5,075,507	5,075,507	5,075,507	5,075,507	5,075,507
Resource Workers \$3,327,907	3,327,907	3,327,907	3,327,907	3,327,907
Supervisors \$2,571,169	2,571,169	2,571,169	2,571,169	2,571,169
Administration \$1,979,133	1,979,133	1,979,133	1,979,133	1,979,133
	\$15,173,345	\$15,173,345	\$15,173,345	\$15,173,345
PREVENTION				
Prevention/CD worker \$2,509,362	2,509,362	2,509,362	2,509,362	2,509,362
Outreach/advocacy \$ 716,964	716,964	716,964	716,964	716,964
Supervisors \$ 797,941	797,941	797,941	797,941	797,941
Administration \$ 603,640	603,640	603,640	603,640	603,640
	\$4,627,907	\$4,627,907	\$4,627,907	\$4,627,907
TOTAL OUTLAYS	\$19,801,252	\$19,801,252	\$19,801,252	\$19,801,252
Payback to INAC is approximately 42 years under Option #1	\$3,265,552	\$5,277,034	\$7,348,860	\$9,482,841
% increase in costs on initial Manitoba budget of \$28,447,552	69.61%	69.61%	69.61%	69.61%
NATIONAL				
SAVINGS extrapolated to the national level	\$80,936,153	\$87,993,985	\$95,263,551	\$102,751,204
COSTS extrapolated to the national level	\$69,478,077	\$69,478,077	\$69,478,077	\$69,478,077
Net Savings (Costs)	\$11,458,076	\$18,515,907	\$25,785,474	\$33,273,127
% increase in costs	69.61%	69.61%	69.61%	69.61%
Cost Breakdown: Least Disruptive Measures	\$53,239,807	\$53,239,807	\$53,239,807	\$53,239,807
Prevention	\$16,238,270	\$16,238,270	\$16,238,270	\$16,238,270

Year 20	Year 21	Year 22	Year 23	Year 24	Year 25
62,887	64,774	66,717	68,719	70,780	72,904
3,773	3,886	4,003	4,123	4,247	4,374
1,574	1,687	1,804	1,924	2,048	2,175
\$31,482,094	\$33,746,034	\$36,077,893	\$38,479,708	\$40,953,577	\$43,501,662
2,219,629	2,219,629	2,219,629	2,219,629	2,219,629	2,219,629
5,075,507	5,075,507	5,075,507	5,075,507	5,075,507	5,075,507
3,327,907	3,327,907	3,327,907	3,327,907	3,327,907	3,327,907
2,571,169	2,571,169	2,571,169	2,571,169	2,571,169	2,571,169
1,979,133	1,979,133	1,979,133	1,979,133	1,979,133	1,979,133
\$15,173,345	\$15,173,345	\$15,173,345	\$15,173,345	\$15,173,345	\$15,173,345
2,509,362	2,509,362	2,509,362	2,509,362	2,509,362	2,509,362
716,964	716,964	716,964	716,964	716,964	716,964
797,941	797,941	797,941	797,941	797,941	797,941
603,640	603,640	603,640	603,640	603,640	603,640
\$4,627,907	\$4,627,907	\$4,627,907	\$4,627,907	\$4,627,907	\$4,627,907
\$19,801,252	\$19,801,252	\$19,801,252	\$19,801,252	\$19,801,252	\$19,801,252
\$11,680,842	\$13,944,782	\$16,276,641	\$18,678,456	\$21,152,325	\$23,700,410
69.61%	69.61%	69.61%	69.61%	69.61%	69.61%
\$110,463,487	\$118,407,138	\$126,589,099	\$135,016,518	\$143,696,761	\$152,637,410
\$69,478,077	\$69,478,077	\$69,478,077	\$69,478,077	\$69,478,077	\$69,478,077
\$40,985,410	\$48,929,061	\$57,111,022	\$65,538,441	\$74,218,684	\$83,159,333
69.61%	69.61%	69.61%	69.61%	69.61%	69.61%
\$53,239,807	\$53,239,807	\$53,239,807	\$53,239,807	\$53,239,807	\$53,239,807
\$16,238,270	\$16,238,270	\$16,238,270	\$16,238,270	\$16,238,270	\$16,238,270

TABLE 3 b (3.5%)	Year 26	Year 27	Year 28	Year 29
Discount rate 0.035				
OPTION #1: Operating and Prevention/Savings in Maintenance - Manitoba				
SAVINGS in maintenance costs (33,822 children 0-18)				
All First Nations CFS agencies in Manitoba combined				
Population (0-18): 33,822 x 3.5% increase to Year 6; 3.0% after Year 6	75,091	77,343	79,664	82,054
No Prevention: multiply population x 6% estimated CIC	4,505	4,641	4,780	4,923
Assume CIC is maintained at Year 1 rate 2,100 children	2,306	2,442	2,581	2,724
Savings in maintenance costs (33,822 children 0-18) \$20,000 per child	\$46,126,190	\$48,829,453	\$51,613,814	\$54,481,707
COSTS				
Allocation of Funding for preventive services and programs: Manitoba only (\$20 million will be drawn on gradually over the next seven years)				
Assume program costs are gradually added at 50%-Yr1&2; 90% Yr3&4; 95% Yr5&6; 100% Yr7				
LEAST DISRUPTIVE MEASURES				
Child Care Workers \$2,219,629	2,219,629	2,219,629	2,219,629	2,219,629
Family Support \$5,075,507	5,075,507	5,075,507	5,075,507	5,075,507
Resource Workers \$3,327,907	3,327,907	3,327,907	3,327,907	3,327,907
Supervisors \$2,571,169	2,571,169	2,571,169	2,571,169	2,571,169
Administration \$1,979,133	1,979,133	1,979,133	1,979,133	1,979,133
	\$15,173,345	\$15,173,345	\$15,173,345	\$15,173,345
PREVENTION				
Prevention/CD worker \$2,509,362	2,509,362	2,509,362	2,509,362	2,509,362
Outreach/advocacy \$ 716,964	716,964	716,964	716,964	716,964
Supervisors \$ 797,941	797,941	797,941	797,941	797,941
Administration \$ 603,640	603,640	603,640	603,640	603,640
	\$4,627,907	\$4,627,907	\$4,627,907	\$4,627,907
TOTAL OUTLAYS	\$19,801,252	\$19,801,252	\$19,801,252	\$19,801,252
Payback to INAC is approximately 42 years under Option #1	\$26,324,938	\$29,028,201	\$31,812,562	\$34,680,455
% increase in costs on initial Manitoba budget of \$28,447,552	69.61%	69.61%	69.61%	69.61%
NATIONAL				
SAVINGS extrapolated to the national level	\$161,846,279	\$171,331,414	\$181,101,103	\$191,163,883
COSTS extrapolated to the national level	\$69,478,077	\$69,478,077	\$69,478,077	\$69,478,077
Net Savings (Costs)	\$92,368,202	\$101,853,337	\$111,623,026	\$121,685,806
% increase in costs	69.61%	69.61%	69.61%	69.61%
Cost Breakdown: Least Disruptive Measures	\$53,239,807	\$53,239,807	\$53,239,807	\$53,239,807
Prevention	\$16,238,270	\$16,238,270	\$16,238,270	\$16,238,270

TABLE 3 b (3.5%)	Year 37	Year 38	Year 39
Discount rate 0.035			
OPTION #1: Operating and Prevention/Savings in Maintenance - Manitoba			
SAVINGS in maintenance costs (33,822 children 0-18)			
All First Nations CFS agencies in Manitoba combined			
Population (0-18): 33,822 x 3.5% increase to Year 6; 3.0% after Year 6	103,943	107,061	110,273
No Prevention: multiply population x 6% estimated CIC	6,237	6,424	6,616
Assume CIC is maintained at Year 1 rate 2,100 children	4,038	4,225	4,417
Savings in maintenance costs (33,822 children 0-18) \$20,000 per child	\$80,749,036	\$84,490,985	\$88,345,192
COSTS			
Allocation of Funding for preventive services and programs: Manitoba only (\$20 million will be drawn on gradually over the next seven years)			
Assume program costs are gradually added at 50%-Yr1&2; 90% Yr3&4; 95% Yr5&6; 100% Yr7			
LEAST DISRUPTIVE MEASURES			
Child Care Workers \$2,219,629	2,219,629	2,219,629	2,219,629
Family Support \$5,075,507	5,075,507	5,075,507	5,075,507
Resource Workers \$3,327,907	3,327,907	3,327,907	3,327,907
Supervisors \$2,571,169	2,571,169	2,571,169	2,571,169
Administration \$1,979,133	1,979,133	1,979,133	1,979,133
	\$15,173,345	\$15,173,345	\$15,173,345
PREVENTION			
Prevention/CD worker \$2,509,362	2,509,362	2,509,362	2,509,362
Outreach/advocacy \$ 716,964	716,964	716,964	716,964
Supervisors \$ 797,941	797,941	797,941	797,941
Administration \$ 603,640	603,640	603,640	603,640
	\$4,627,907	\$4,627,907	\$4,627,907
TOTAL OUTLAYS	\$19,801,252	\$19,801,252	\$19,801,252
Payback to INAC is approximately 42 years under Option #1	\$60,947,784	\$64,689,733	\$68,543,940
% increase in costs on initial Manitoba budget of \$28,447,552	69.61%	69.61%	69.61%
NATIONAL			
SAVINGS extrapolated to the national level	\$283,329,951	\$296,459,596	\$309,983,131
COSTS extrapolated to the national level	\$69,478,077	\$69,478,077	\$69,478,077
Net Savings (Costs)	\$213,851,874	\$226,981,519	\$240,505,054
% increase in costs	69.61%	69.61%	69.61%
Cost Breakdown: Least Disruptive Measures	\$53,239,807	\$53,239,807	\$53,239,807
Prevention	\$16,238,270	\$16,238,270	\$16,238,270

Year 40	Year 41	Year 42
113,581	116,989	120,499
6,815	7,019	7,230
4,616	4,820	5,031
\$92,315,026	\$96,403,954	\$100,615,551
2,219,629	2,219,629	2,219,629
5,075,507	5,075,507	5,075,507
3,327,907	3,327,907	3,327,907
2,571,169	2,571,169	2,571,169
1,979,133	1,979,133	1,979,133
\$15,173,345	\$15,173,345	\$15,173,345
2,509,362	2,509,362	2,509,362
716,964	716,964	716,964
797,941	797,941	797,941
603,640	603,640	603,640
\$4,627,907	\$4,627,907	\$4,627,907
\$19,801,252	\$19,801,252	\$19,801,252
\$72,513,774	\$76,602,702	\$80,814,299
69.61%	69.61%	69.61%
\$323,912,371	\$338,259,489	\$353,037,021
\$69,478,077	\$69,478,077	\$69,478,077
\$254,434,294	\$268,781,412	\$283,558,943
69.61%	69.61%	69.61%
\$53,239,807	\$53,239,807	\$53,239,807
\$16,238,270	\$16,238,270	\$16,238,270

Table 3

2005-2006

Budget Calculations for Option #1

Manitoba only (extrapolation to national level is on line 194)

OPTION #1: operating and prevention		Children in Care (estimate) 6%	Current # of staff funded (1/20 CIC)	Recommended # of staff funded	ADDITIONS TO BUDGET (incremental positions) Option #1
		Current INAC assumption			
Anishinaabe West CFS (1,855 children)					
\$1,586,986					
Child Care Workers (Column E add'l staff = 0.4% of population)		112 CIC	5.6	7.5	\$124,404
Family Support 332 MPF (Column E = 1/15 MPF)		332 MPF	16.6	22.1	\$328,607
Resource Workers (additional staff = 0.2% of population)				3.7	\$163,309
Supervision staff					\$147,768
Plus admin. overhead (administrative staff/ accounting)					\$114,613
Prevention/CD worker					\$179,240
Outreach/advocacy					\$59,747
Supervision staff					\$59,107
Plus admin. overhead (administrative staff/ accounting)					\$44,714
Awasis CFS (6,564 children 0-18)					
\$5,553,862					
Child Care Workers (Column E add'l staff = 0.4% of population)		394 CIC	19.7	26.3	\$432,140
Family Support 332 MPF (Column E = 1/15 MPF)		912 MPF	45.6	60.8	\$908,154
Resource Workers (additional staff = 0.2% of population)				13.1	\$724,930
Supervision staff					\$502,412
Plus admin. overhead (administrative staff/ accounting)					\$385,145
Prevention/CD worker					\$657,214
Outreach/advocacy					\$59,747
Supervision staff					\$177,321
Plus admin. overhead (administrative staff/ accounting)					\$134,142
Cree Nation CFS (4,479 children 0-18)					
\$3,586,313					
Child Care Workers (Column E add'l staff = 0.4% of population)		269 CIC	13.5	17.9	\$288,093
Family Support 332 MPF (Column E = 1/15 MPF)		524 MPF	26.2	34.9	\$519,799
Resource Workers (additional staff = 0.2% of population)				9.0	\$475,984
Supervision staff					\$310,314
Plus admin. overhead (administrative staff/ accounting)					\$239,129

CALCULATIONS/ASSUMPTIONS

$\$50,366 \times (7.5-5.6 \text{ or } 1.9 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$

1 for every 15 multi-problem families (MPF) (current rate is 1/20 MPFs); $(22.1-16.6=5.5) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

1 for every 20 foster homes (currently, agencies are funded '1' per agency): approx. 0.2% pop= $3.7 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(1.9 + 5.5 + 2.7)/5 = 2$

15% re: administration for the above newly created positions

1 per band x 5 bands x $\$45,959 + 15\% \text{ benefits} + 15\% \text{ travel costs}$ minus 2 per agency currently funded

1 per agency x $\$45,959 + 15\% \text{ benefits} + 15\% \text{ travel costs}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(3.0+1.0)/5 = .8$

15% re: administration for the above newly created positions

$\$50,366 \times (26.3-19.7 \text{ or } 6.6 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$

1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(60.8-45.6=15.2) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

1 for every 20 foster homes (currently, agencies are funded '1' per agency): approx. 0.2% pop= $13.1 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(6.6+15.2+12.1)/5=6.8$

15% re: administration for the above positions

1 per band x 13 bands x $\$45,959 + 15\% \text{ benefits} + 15\% \text{ travel costs}$ minus 2 per agency currently funded

1 per agency x $\$45,959 + 15\% \text{ benefits} + 15\% \text{ travel costs}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(11.0+1.0)/5=2.4$

15% re: administration for the above positions

$\$50,366 \times (17.9-13.5 \text{ or } 4.4 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$

1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(34.9-26.2=8.7) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

1 for every 20 foster homes (currently, agencies are funded '1' per agency): approx. 0.2% pop= $9 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(4.4 + 8.7 + 8)/5 = 4.2$

15% re: administration for the above positions

Prevention/CD worker					\$298,734
Outreach/advocacy					\$59,747
Supervision staff					\$88,660
Plus admin. overhead (administrative staff/ accounting)					\$67,071
Dakota Ojibwa CFS (3,850 children 0-18)	\$3,090,212				
Child Care Workers (Column E add'l staff = 0.4% of population)		231 CIC	11.5	15.4	\$255,355
Family Support 332 MPF (Column E = 1/15 MPF)		672 MPF	33.6	44.8	\$669,166
Resource Workers (additional staff = 0.2% of population)				7.7	\$400,305
Supervision staff					\$325,090
Plus admin. overhead (administrative staff/ accounting)					\$247,487
Prevention/CD worker					\$358,480
Outreach/advocacy					\$59,747
Supervision staff					\$103,437
Plus admin. overhead (administrative staff/ accounting)					\$78,250
Intertribal CFS (783 children 0-18)	\$690,344				
Child Care Workers (Column E add'l staff = 0.4% of population)		47 CIC	2.3	3.1	\$52,381
Family Support 332 MPF (Column E = 1/15 MPF)		173 MPF	8.7	11.5	\$167,292
Resource Workers (additional staff = 0.2% of population)				1.6	\$33,857
Supervision staff					\$59,107
Plus admin. overhead (administrative staff/ac- counting)					\$46,896
Prevention/CD worker					\$59,747
Outreach/advocacy					\$59,747
Supervision staff					\$29,554
Plus admin. overhead (administrative staff/ accounting)					\$22,357
Island Lake CFS (3,973 children 0-18)	\$3,500,724				
Child Care Workers (Column E add'l staff = 0.4% of population)		238 CIC	11.9	15.9	\$261,903
Family Support 332 MPF (Column E = 1/15 MPF)		408 MPF	20.4	27.2	\$406,280
Resource Workers (additional staff = 0.2% of population)				7.9	\$414,246
Supervision staff					\$258,595
Plus admin. overhead (administrative staff/ accounting)					\$201,154
Prevention/CD worker					\$119,493
Outreach/advocacy					\$59,747

1 per band x 7 bands x \$45,959 + 15% benefits + 15% travel costs minus 2 per agency currently funded
1 per agency x \$45,959 + 15% benefit + 15% travel costs
Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(5.0+1.0)/5 = 1.2$
15% re: administration for the above positions
$\$50,366 \times (15.4-11.5 \text{ or } 3.9 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$
1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(44.8-33.6=11.2) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$
1 for every 20 foster homes (currently, agencies are funded '1' per agency); approx. 0.2% pop= $7.7 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$
Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(3.9+11.2+6.7)/5=4.4$
15% re: administration for the above positions
1 per band x 8 bands x \$45,959 + 15% benefits + 15% travel costs minus 2 per agency currently funded
1 per agency x \$45,959 + 15% benefit + 15% travel costs
Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(6.0+1.0)/5=1.4$
15% re: administration for the above positions
$\$50,366 \times (3.1-2.3 \text{ or } 0.8 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$
1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(11.5-8.7=2.8) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$
1 for every 20 foster homes (currently, agencies are funded '1' per agency); approx. 0.2% pop= $1.565 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$
Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(0.8+2.8+0.6)/5=0.8$
15% re: administration for the above positions
1 per band x 3 bands x \$45,959 + 15% benefits + 15% travel costs minus 2 per agency currently funded
1 per agency x \$45,959 + 15% benefit + 15% travel costs
Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(1.0+1.0)/5=.4$
15% re: administration for the above positions
$\$50,366 \times (15.9-11.9 \text{ or } 4 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$
1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(27.2-20.4=6.8) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$
1 for every 20 foster homes (currently, agencies are funded '1' per agency); approx. 0.2% pop= $7.935 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$
Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(4.0+6.8+ 6.9)/5=3.5$
15% re: administration for the above positions
1 per band x 4 bands x \$45,959 + 15% benefits + 15% travel costs minus 2 per agency currently funded
1 per agency x \$45,959 + 15% benefit + 15% travel costs

Supervision staff					\$44,329
Plus admin. overhead (administrative staff/ accounting)					\$33,535
Kinosao Sipi Minisowin (Norway House) CFS	\$1,602,466				
(1,944 children 0-18)					
Child Care Workers (Column E add'l staff = 0.4% of population)		117 CIC	5.8	7.8	\$130,952
Family Support 332 MPF (Column E = 1/15 MPF)		270 MPF	13.5	18.0	\$268,862
Resource Workers (additional staff = 0.2% of population)				3.9	\$173,266
Supervision staff					\$140,380
Plus admin. overhead (administrative staff/ accounting)					\$107,019
Prevention/CD worker					\$0
Outreach/advocacy					\$59,747
Supervision staff					\$14,776
Plus admin. overhead (administrative staff/ accounting)					\$11,178
Nisichawayasihk (Nelson House) CFS	\$1,431,862				
(1,699 children 0-18)					
Child Care Workers (Column E add'l staff = 0.4% of population)		102 CIC	5.1	6.8	\$111,309
Family Support 332 MPF (Column E = 1/15 MPF)		224 MPF	11.2	14.9	\$221,064
Resource Workers (additional staff = 0.2% of population)				3.4	\$143,393
Supervision staff					\$110,826
Plus admin. overhead (administrative staff/ accounting)					\$87,989
Prevention/CD worker					\$0
Outreach/advocacy					\$59,747
Supervision staff					\$14,777
Plus admin. overhead (administrative staff/ accounting)					\$11,179
Peguis CFS (1,344 children 0-18)	\$1,156,599				
Child Care Workers (Column E add'l staff = 0.4% of population)		81 CIC	4.1	5.4	\$85,118
Family Support 332 MPF (Column E = 1/15 MPF)		345 MPF	17.25	23.0	\$343,545
Resource Workers (additional staff = 0.2% of population)				2.7	\$101,570
Supervision staff					\$132,992
Plus admin. overhead (administrative staff/ accounting)					\$99,484
Prevention/CD worker					\$0
Outreach/advocacy					\$59,747
Supervision staff					\$14,776
Plus admin. overhead (administrative staff/ accounting)					\$11,178

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(2.0+1.0)/5=0.6$

15% re: administration for the above positions

$\$50,366 \times (7.8-5.8 \text{ or } 2 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$

1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(18-13.5=4.5) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

1 for every 20 foster homes (currently, agencies are funded '1' per agency); approx. 0.2% pop= $3.9 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(2.0+4.5+2.9)/5=1.9$

15% re: administration for the above positions

1 per band x 1 band x \$45,959 + 15% benefits + 15% travel costs (2 per agency already funded -- leave as is)

1 per agency x \$45,959 + 15% benefit + 15% travel costs

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(1.0)/5=0.2$

15% re: administration for the above positions

$\$50,366 \times (6.8-5.1 \text{ or } 1.7 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$

1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(14.9-11.2=3.7) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

1 for every 20 foster homes (currently, agencies are funded '1' per agency); approx. 0.2% pop= $3.4 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(1.7+3.7+2.4)/5=1.5$

15% re: administration for the above positions

1 per band x 1 band x \$45,959 + 15% benefits + 15% travel costs (2 per agency is currently funded -- leave as is)

1 per agency x \$45,959 + 15% benefit + 15% travel costs

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(1.0)/5=0.2$

15% re: administration for the above positions

$\$50,366 \times (5.4-4.1 \text{ or } 1.3 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$

1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(23-17.25=5.75) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

1 for every 20 foster homes (currently, agencies are funded '1' per agency); approx. 0.2% pop= $2.7 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(1.3+5.75+1.7)/5=1.8$

15% re: administration for the above positions

1 per band x 1 band x \$45,959 + 15% benefits + 15% travel costs (2 per agency is currently funded -- leave as is)

1 per agency x \$45,959 + 15% benefit + 15% travel costs

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(1.0)/5=0.2$

15% re: administration for the above positions

Sagkeeng CFS (1,245 children 0-18)	\$1,083,030				
Child Care Workers (Column E add'l staff = 0.4% of population)		75 CIC	3.8	5.0	\$78,571
Family Support 332 MPF (Column E = 1/15 MPF)		286 MPF	14.3	19.1	\$286,786
Resource Workers (additional staff = 0.2% of population)				2.5	\$89,621
Supervision staff					\$110,826
Plus admin. overhead (administrative staff/ accounting)					\$84,871
Prevention/CD worker					\$0
Outreach/advocacy					\$59,747
Supervision staff					\$14,777
Plus admin. overhead (administrative staff/ accounting)					\$11,179
Southeast CFS (3,374 children 0-18)	\$2,890,564				
Child Care Workers (Column E add'l staff = 0.4% of population)		202 CIC	10.1	13.5	\$222,618
Family Support 332 MPF (Column E = 1/15 MPF)		488 MPF	24.4	32.5	\$483,951
Resource Workers (additional staff = 0.2% of population)				6.7	\$342,549
Supervision staff					\$251,206
Plus admin. overhead (administrative staff/ accounting)					\$195,049
Prevention/CD worker					\$418,227
Outreach/advocacy					\$59,747
Supervision staff					\$118,214
Plus admin. overhead (administrative staff/ accounting)					\$89,428
West Region CFS (2,712 children 0-18)	\$2,274,490				
Child Care Workers (Column E add'l staff = 0.4% of population)		163 CIC	8.2	10.9	\$176,785
Family Support 332 MPF (Column E = 1/15 MPF)		479 MPF	24.0	31.9	\$472,001
Resource Workers (additional staff = 0.2% of population)				5.4	\$264,878
Supervision staff					\$221,653
Plus admin. overhead (administrative staff/ accounting)					\$170,298
Prevention/CD worker					\$418,227
Outreach/advocacy					\$59,747
Supervision staff					\$118,213
Plus admin. overhead (administrative staff/ accounting)					\$89,428
	\$28,447,452			TOTAL	\$19,801,252
	Current Man. budget				69.61%
	Operating Costs				
Total Budget Outlay at a National Level					\$69,478,077

$\$50,366 \times (5.0-3.8 \text{ or } 1.2 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$

1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(19.1-14.3=4.8) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

1 for every 20 foster homes (currently, agencies are funded '1' per agency); approx. 0.2% pop= $2.5 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(1.2+4.8+1.5)/5=1.5$

15% re: administration for the above positions

1 per band x 1 band x $\$45,959 + 15\% \text{ benefits} + 15\% \text{ travel costs}$ (2 per agency is currently funded -- leave as is)

1 per agency x $\$45,959 + 15\% \text{ benefit} + 15\% \text{ travel costs}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(1.0)/5=0.2$

15% re: administration for the above positions

$\$50,366 \times (13.5-10.1 \text{ or } 3.4 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$

1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(32.5-24.4=8.1) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

1 for every 20 foster homes (currently, agencies are funded '1' per agency); approx. 0.2% pop= $6.735 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(3.4+8.1+ 5.7)/5=3.4$

15% re: administration for the above positions

1 per band x 9 bands x $\$45,959 + 15\% \text{ benefits} + 15\% \text{ travel costs}$ minus 2 per agency currently funded

1 per agency x $\$45,959 + 15\% \text{ benefit} + 15\% \text{ travel costs}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(7.0+1.0)/5=1.6$

15% re: administration for the above positions

$\$50,366 \times (10.9-8.2 \text{ or } 2.7 \text{ workers}) + 15\% \text{ benefits} + 15\% \text{ travel costs}$

1 for every 15 multi-problem families (current rate is 1/20 MPFs); $(31.9-24=7.9) \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

1 for every 20 foster homes (currently, agencies are funded '1' per agency); approx. 0.2% pop= $5.44 - 1 \times \$45,959 + 15\% \text{ benefits} + 15\% \text{ travel}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(2.7+7.9+4.4)/5=3.0$

15% re: administration for the above positions

1 per band x 9 bands x $\$45,959 + 15\% \text{ benefits} + 15\% \text{ travel costs}$ minus 2 per agency currently funded

1 per agency x $\$45,959 + 15\% \text{ benefit} + 15\% \text{ travel costs}$

Supervisory staff @ \$56,834 for the newly added positions above (1/5) plus benefits/travel costs 30%; $(7.0+1.0)/5=1.6$

15% re: administration for the above positions

Budget outlay would have to increase by an estimated 69.6% under Option #1

Note on Staff/Child ratio - Ratio of Staff to Population is based on INAC's current practice of assuming 6% children in care (CIC), 1 staff for every 20 Moving to 0.4% child population = 6/15 CIC/Staff ratio.

[illegible]

ATLANTIC						
			Current Fixed Amount			
Band Name	Number of Bands	0-18	Current	Proposed Formula	Difference	
Elsipogtog First Nation	1	857	\$143,159	\$143,159	\$0	
Burnt Church	1	444	\$35,790	\$75,234	\$39,444	
Eel Ground	1	188	\$0	\$29,261	\$29,261	
Eel River Bar First Nation	1	116	\$0	\$0	\$0	
Four Directions	4	95	\$0	\$0	\$0	
Kingsclear	1	218	\$0	\$33,883	\$33,883	
Miawpukek	1	236	\$0	\$38,500	\$38,500	
Mi'kmaq	13	3,642	\$143,159	\$143,159	\$0	
Oromocto	1	109	\$0	\$0	\$0	
Metepenagiag Mi'kmaq	1	148	\$0	\$20,000	\$20,000	
St. Mary's	1	273	\$35,790	\$43,111	\$7,321	
Tobique	1	467	\$35,790	\$79,801	\$44,011	
Woodstock	1	78	\$0	\$0	\$0	
Totals	28	6,871	\$393,688	\$606,108	\$212,420	
B.C.						
	Number of					
Band Name	Bands	0-18				
Spallumcheen	1	126	\$0	\$20,000	\$20,000	
Nuu-Chah-Nulth	1	1,093	\$143,159	\$143,159	\$0	
Scw'Exmx	1	388	\$35,790	\$66,084	\$30,294	
Wet'suwet'en (Broman Lake)	1	1,179	\$143,159	\$143,159	\$0	
Ayes	1	813	\$143,159	\$143,159	\$0	
Xolhmlh	23	1,152	\$143,159	\$143,159	\$0	
Ialum	1	815	\$143,159	\$143,159	\$0	
Ktunan	5	232	\$0	\$38,500	\$38,500	
Knucwentwedw	4	391	\$35,790	\$66,084	\$30,294	
Sechelt	7	768	\$71,580	\$134,173	\$62,593	
Heiltsuk	1	324	\$35,790	\$52,317	\$16,527	
Nlhka7'Kapmx Nation	6	411	\$35,790	\$70,662	\$34,872	

NEW WEIGHTS		
Child Population	Fixed Amount \$	
125	\$20,000	
150	\$24,633	
175	\$29,261	
200	\$33,883	
225	\$38,500	
250	\$43,111	\$35,790
275	\$47,717	
300	\$84,363	
325	\$56,911	
350	\$61,500	
375	\$66,084	
400	\$70,662	
425	\$75,234	
450	\$79,801	
475	\$84,363	
500	\$88,918	\$71,580
525	\$93,469	
550	\$98,014	
575	\$102,553	
600	\$107,087	
625	\$111,615	
650	\$116,138	
675	\$120,655	
700	\$125,167	
725	\$129,673	
750	\$134,173	
775	\$138,669	
800	\$143,158	\$143,158

Metlakatla	9	1,030	\$143,159	\$143,159	\$0	
Chemainus	9	876	\$143,159	\$143,159	\$0	
Githsen	6	1,109	\$143,159	\$143,159	\$0	
To'O	6	696	\$71,580	\$120,655	\$49,075	
Sechelt	1	205	\$0	\$33,883	\$33,883	
Nezul Betlunuyeh	2	451	\$35,790	\$79,801	\$44,011	
Totals	86	12,059	\$1,467,382	\$1,827,430	\$360,048	
Small Agencies Elsewhere						
Alberta		790	\$71,580	\$138,669	\$67,089	
		591	\$71,580	\$102,553	\$30,973	
		703	\$71,580	\$125,167	\$53,587	
Manitoba						
		783	\$71,580	\$138,669	\$67,089	
Saskatchewan						
		674	\$71,580	\$116,138	\$44,558	
		494	\$35,790	\$84,363	\$48,573	
Quebec						
		31	\$0	\$0	\$0	
		206	\$0	\$33,883	\$33,883	
		77	\$0	\$0	\$0	
		306	\$35,790	\$84,363	\$48,573	
		468	\$35,790	\$79,801	\$44,011	
		678	\$71,580	\$120,655	\$49,075	
		705	\$71,580	\$125,167	\$53,587	
		265	\$35,790	\$43,111	\$7,321	
		729	\$71,580	\$129,673	\$58,093	
		401	\$35,790	\$70,662	\$34,872	
			\$751,590	\$1,392,871	\$641,281	
Additional Costs Of Proposals Small Agencies					\$1,213,749	
Plus 46 Large Agencies Elsewhere			\$6,585,314	\$6,585,314		
Total Additional Costs					\$1,213,749	

APPENDIX D - OPERATIONS BASE AMOUNT TABLES

Table 7 - Applying New Weights To New Fixed Amounts

	ATLANTIC			CURRENT FIXED AMOUNT	NEW FORMULA	
	Band Name	Num- ber of Bands	0-18	CURRENT	PROPOSED	DIFFER- ENCE
	Elsipogtog First Nation	1	857	\$143,159	\$308,751	\$165,592
	Burnt Church	1	444	\$35,790	\$162,307	\$126,517
	Eel Ground	1	188	\$0	\$63,158	\$63,158
	Eel River Bar First Nation	1	116	\$0	\$0	\$0
	Four Directions	4	95	\$0	\$0	\$0
	Kingsclear	1	218	\$0	\$73,127	\$73,127
	Miawpukek	1	236	\$0	\$83,085	\$83,085
	Mi'kmaq	13	3642	\$143,159	\$308,751	\$165,592
	Oromocto	1	109	\$0	\$0	\$0
	Metepenagiag Mi'kmaq	1	148	\$0	\$43,182	\$43,182
	St. Mary's	1	273	\$35,790	\$93,030	\$57,240
	Tobique	1	467	\$35,790	\$172,155	\$136,365
	Woodstock	1	78	\$0	\$0	\$0
	Totals	28	6871	\$393,688	\$1,307,545	\$913,857
	B.C.					
	Band Name	Num- ber of Bands	0-18			
	Spallumcheen	1	126	\$0	\$43,182	\$43,182
	Nuu-Chah-Nulth	1	1093	\$143,159	\$308,751	\$165,592
	Scw'Exmx	1	388	\$35,790	\$142,574	\$106,784
	Wet'suwet'en (Broman Lake)	1	1179	\$143,159	\$308,751	\$165,592
	Ayes	1	813	\$143,159	\$308,751	\$165,592
	Xolhmlh	23	1152	\$143,159	\$308,751	\$165,592
	Ialum	1	815	\$143,159	\$308,751	\$165,592
	Ktunan	5	232	\$0	\$83,085	\$83,085
	Knucwentwedw	4	391	\$35,790	\$142,574	\$106,784

[illegible]

	Sechelt	7	768	\$71,580	\$289,383	\$217,803
	Heiltsuk	1	324	\$35,790	\$112,884	\$77,094
	Nlhka7'Kapmx Nation	6	411	\$35,790	\$152,447	\$116,657
	Metlakatla	9	1030	\$143,159	\$308,751	\$165,592
	Chemainus	9	876	\$143,159	\$308,751	\$165,592
	Githsen	6	1109	\$143,159	\$308,751	\$165,592
	To'O	6	696	\$71,580	\$260,240	\$188,660
	Sechelt	1	205	\$0	\$73,127	\$73,127
	Nezul Betlunuyeh	2	451	\$35,790	\$172,155	\$136,365
	Totals	86	12059	\$1,467,382	\$3,941,659	\$2,474,277
	Small Agencies Elsewhere					
	Alberta		790	\$71,580	\$299,073	\$227,493
			591	\$71,580	\$221,213	\$149,633
			703	\$71,580	\$269,967	\$198,387
	Manitoba					
			783	\$71,580	\$299,073	\$227,493
	Saskatchewan					
			674	\$71,580	\$250,502	\$178,922
			494	\$35,790	\$210,156	\$174,366
	Quebec					
			31	\$0	\$0	\$0
			206	\$0	\$84,448	\$84,448
			77	\$0	\$0	\$0
			306	\$35,790	\$130,279	\$94,489
			468	\$35,790	\$181,991	\$146,201
			678	\$71,580	\$260,240	\$188,660
			705	\$71,580	\$269,967	\$198,387
			265	\$35,790	\$93,030	\$57,240
			729	\$71,580	\$279,681	\$208,101
			401	\$35,790	\$152,447	\$116,657
				\$751,590	\$3,002,065	\$2,250,475
	Additional Costs Of Proposals Above Small Agencies					\$5,638,609
	Less Cost Of Extending Fixed Amount To Small Agencies Under Old Fixed Amount (\$143,159)					-\$1,213,749
	Plus 46 Large Agencies Elsewhere			\$6,585,314	\$14,202,546	\$7,617,232
	Total Additional Costs					\$12,042,092

TABLE 9
One Time Remoteness Adjustment

	RE MOTENESS FACTOR	ONE TIME % ADJUSTMENT
	0.08	3.00
	0.10	3.06
	0.12	3.13
	0.14	3.19
	0.16	3.25
	0.18	3.32
	0.20	3.38
	0.22	3.45
	0.24	3.51
	0.26	3.57
	0.28	3.64
	0.30	3.70
	0.32	3.76
	0.34	3.83
	0.36	3.89
	0.38	3.95
	0.40	4.02
	0.42	4.08
	0.44	4.14
	0.46	4.21
	0.48	4.27
	0.50	4.34
	0.52	4.40
	0.54	4.46
	0.56	4.53
	0.58	4.59
	0.60	4.65
	0.62	4.72
	0.64	4.78
	0.66	4.84
	0.68	4.91
	0.70	4.97
	0.72	5.04
	0.74	5.01
	0.76	5.16
	0.78	5.23
	0.80	5.29
	0.82	5.35
	0.84	5.42

APPENDIX E

0.86	5.48
0.88	5.54
0.90	5.61
0.92	5.67
0.94	5.73
0.96	5.80
0.98	5.86
1.00	5.93
1.02	5.99
1.04	6.05
1.06	6.12
1.08	6.18
1.10	6.24
1.12	6.31
1.14	6.37
1.16	6.43
1.18	6.50
1.20	6.56
1.22	6.63
1.24	6.69
1.26	6.75
1.28	6.82
1.30	6.88
1.32	6.94
1.34	7.01
1.36	7.07
1.38	7.13
1.40	7.20
1.42	7.26
1.44	7.32
1.46	7.39
1.48	7.45
1.50	7.52
1.52	7.58
1.54	7.64
1.56	7.71
1.58	7.77
1.60	7.83
1.62	7.90
1.64	7.96
1.66	8.00

REMOTENESS TABLES

TABLE 10 - Total Additional Costs			Sept. 19, 2005
	One Time Remoteness Adjustment		
	Manitoba	\$1,171,490	
	Alberta	\$838,744	
	Atlantic	\$245,922	
	Saskatchewan	\$861,527	
	British Columbia	\$565,687	
	Quebec	\$327,048	
	GRAND TOTAL	\$4,010,417	

MANITOBA: One Time Remoteness Adjustment

05-06 FNCFS								
06-07 FNCFS								
AGENCIES	Band No.	Bands	Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	Total Additional Cost
Anishinaabe West	271	Lake Manitoba	0.22	379				
	272	Fairford	0.22	530				
	274	Little Saskatchewan	0.22	303				
	275	Lake St. Martin	0.22	588				
	316	Dauphin River	0.22	55				
				1855				
		Aver. Remoteness	0.22		\$143,159	\$53,568	\$1,348,418	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$1,848	\$46,520	\$53,308
Awasis	296	God's Lake	1.35	671				
	305	Fox Lake	0.30	107				
	323	War Lake	0.60	44				
	307	Shamattawa	1.04	611				
	304	York Factory	0.60	205				
	317	Northlands	1.04	337				
	306	Split Lake	0.30	956				
	303	Sayisi Dene First Nation	1.04	105				
	308	Barren Lands	1.04	220				
	276	Cross Lake	0.22	2108				
	301	Oxford House	1.35	924				
	302	Manto Sipi (God's River)	1.35	276				
				6564				
		Aver. Remoteness	0.85		\$143,159	\$128,563	\$4,771,437	
		Adjustment %	5.48					
		Additional Cost			\$7,845	\$7,045	\$261,475	\$276,365
Cree Nation	315	Opaskwyak	0.12	1277				
	310	Grand Rapids	0.22	395				
	312	Mosakahiken (Moose Lake)	0.22	591				
	311	Mathias Colomb	0.74	1089				
	309	Chemawawn	0.22	619				
	314	Sapotaweyak Cree Nation	0.22	426				

	324	Wuskwi Sipihk FN (Indian Birch)	0.22	82				
				4479				
		Aver. Remoteness	0.28		\$143,159	\$74,995	\$3,255,830	
		Adjustment %	3.64					
		Additional Cost			\$5,211	\$2,730	\$118,512	\$126,453
Dakota Ojibwa	284	Birdtail Sioux	0.22	245				
	288	Dakota Plains	0.12	68				
	287	Long Plain	0.12	655				
	289	Canupawakpa Dakota (Oak Lake)	0.22	131				
	273	Roseau River	0.18	495				
	283	Sandy Bay	0.22	1595				
	290	Sioux Valley	0.08	456				
	293	Swan Lake	0.22	205				
				3850				
		Aver. Remoteness	0.17		\$143,159	\$85,709	\$2,798,604	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$2,846	\$92,914	\$100,512
Intertribal	264	Fisher River	0.22	592				
	268	Kinonjeoshtegon (Jackhead)	0.22	135				
	295	Dakota Tipi	0.12	56				
				783				
		Aver. Remoteness	0.19		\$71,579	\$32,141	\$569,171	
		Adjustment %	3.38					
		Additional Cost			\$2,419	\$1,086	\$19,238	\$22,744
Kinosao Sipi Minisowin	278	Norway House	0.22	1944				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$1,413,113	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$48,752	\$54,061
Nisichawaya- sihk (Nelson House)	313	Nisichawayasihk (Nelson House)	0.30	1699				
		Aver. Remoteness	0.30		\$143,159	\$10,714	\$1,235,020	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$396	\$45,696	\$51,389

Peguis	269	Peguis	0.22	1344				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$976,967	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$33,705	\$39,014
Sagkeeng	262	Fort Alexander	0.22	1245				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$905,003	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$31,223	\$36,531
SouthEast	266	Berens River	0.82	740				
	267	Bloodvein	0.63	450				
	261	Broken Head	0.22	180				
	265	Buffalo Point	0.18	19				
	263	Hollow Water	0.22	423				
	260	Little Black River	0.22	313				
	270	Little Grand Rapids	1.00	506				
	327	Pauingassi First Nation	1.00	268				
	277	Poplar River	1.00	475				
				3374				
		Aver. Remoteness	0.59		\$143,159	\$96,422	\$2,452,594	
		Adjustment %	4.65					
		Additional Cost			\$6,657	\$4,484	\$114,046	\$125,186
West Region	279	O-Chi-chak-Ko-Sipi (Crane River)	0.22	226				
	280	Ebb & Flow	0.22	523				
	294	Gamblers	0.22	18				
	286	Keskwenin	0.22	180				
	282	Pine Creek	0.22	499				
	291	Rolling River	0.22	194				
	292	Tootinaowaziib-eeng (Valley River)	0.22	280				
	281	Skownan (Waterhen)	0.22	261				
	285	Waywayseecappo	0.22	531				
				2712				
		Aver. Remoteness	0.22		\$143,159	\$96,422	\$1,971,380	
		Adjustment %	3.45					

		Additional Cost			\$4,939	\$3,327	\$68,013	\$76,278
Island Lake	299	Wasagmack	1.35	659				
	298	St. Theresa Point	1.18	1378				
	297	Garden Hill	1.18	1607				
	300	Red Sucker Lake	1.35	329				
				3973				
		Aver. Remoteness	1.27		\$143,159	\$42,854	\$2,888,013	
		Adjustment %	6.82					
		Additional Cost			\$9,763	\$2,923	\$196,963	\$209,649
		Total Average					Total Additional	

ALBERTA: One Time Remoteness Adjustment

05-06 FNCFS								
06-07 FNCFS								
								Total Additional Cost
AGENCIES	Band No.	Bands	Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	
Siksika (Blackfoot)	430	Siksika (Black- foot)	0.12	1441				
		Aver. Remoteness	0.12		\$143,159	\$10,714	\$1,047,477	
		Adjustment %	3.13					
		Additional Cost			\$4,481	\$335	\$32,786	\$37,602
Yellowhead	438	Alexander	0.12	427				
	437	Alexis	0.22	397				
	440	Enoch	0.12	634				
	431	O'Chiese	0.22	290				
	434	Sunchild Cree	0.22	398				
				2146				
		Aver. Remoteness	0.18		\$143,159	\$53,568	\$1,559,949	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$1,779	\$51,790	\$58,322
Lesser Slave Lake	450	Driftpile	0.3	320				
	452	Kapawe'no First Nation (Grouard)	0.2	45				
	454	Sawridge	0.2	15				

	456	Sucker Creek	0.2	285				
	457	Swan River	0.3	125				
				790				
		Aver. Remoteness	0.24		\$71,579	\$53,568	\$574,259	
		Adjustment %	3.51					
		Additional Cost			\$2,512	\$1,880	\$20,157	\$24,549
Saddle Lake (Community 866)	462	Saddle Lake (Community 866)	0.12	1851				
		Aver. Remoteness	0.12		\$143,159	\$10,714	\$1,345,510	
		Adjustment %	3.13					
		Additional Cost			\$4,481	\$335	\$42,115	\$46,931
Peigan	436	Peigan	0.08	937				
		Aver. Remoteness	0.08		\$143,159	\$10,714	\$681,115	
		Adjustment %	3.00					
		Additional Cost			\$4,295	\$321	\$20,433	\$25,050
Kainaiwa	435	Kainaiwa	0.18	2772				
		Aver. Remoteness	0.18		\$143,159	\$10,714	\$2,014,995	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$356	\$66,898	\$72,006
Stoney (Chiniki)	433	Stoney (Chiniki)	0.12	1826				
		Aver. Remoteness	0.12		\$143,159	\$10,714	\$1,327,338	
		Adjustment %	3.13					
		Additional Cost			\$4,481	\$335	\$41,546	\$46,362
Tsuu T'ina (Sarcee)	432	Tsuu T'ina (Sar- cee)	0.12	591				
		Aver. Remoteness	0.12		\$71,579	\$10,714	\$429,604	
		Adjustment %	3.13					
		Additional Cost			\$2,240	\$335	\$13,447	\$16,022
Bigstone Cree	458	Bigstone Cree	0.30	1343				
		Aver. Remoteness	0.30		\$143,159	\$10,714	\$976,240	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$396	\$36,121	\$41,814

Little Red River	447	Little Red River	0.74	1937				
		Aver. Remoteness	0.74		\$143,159	\$10,714	\$1,408,025	
		Adjustment %	5.10					
		Additional Cost			\$7,301	\$546	\$71,809	\$79,657
North Peace	445	Beaver	0.30	165				
	448	Dena 'Tha'	0.30	684				
	446	Tall Cree	0.30	216				
				1065				
		Aver. Remoteness	0.30		\$143,159	\$32,141	\$774,159	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$1,189	\$28,644	\$35,130
Athabasca	461	Mikisew Cree F.N. (Miksaw)	0.95	297				
	463	Athabaska Chipewyan (Fort Chipewyan)	0.95	80				
	467	Fort Mackay	0.30	112				
	468	Fort McMurray	0.30	82				
	470	Chipewyan Prairie (Janvier)	0.30	132				
				703				
		Aver. Remoteness	0.56		\$71,579	\$53,568	\$511,018	
		Adjustment %	4.53					
		Additional Cost			\$3,243	\$2,427	\$23,149	\$28,818
Kashkowew	444	Samson	0.12	2854				
		Aver. Remoteness	0.12		\$143,159	\$10,714	\$2,074,601	
		Adjustment %	3.13					
		Additional Cost			\$4,481	\$335	\$64,935	\$69,751
Akamkipati-now	439	Louis Bull	0.12	797				
	442	Montana	0.12	344				
				1141				
		Aver. Remoteness	0.12		\$143,159	\$21,427	\$829,404	
		Adjustment %	3.13					
		Additional Cost			\$4,481	\$671	\$25,960	\$31,112

Kee Tas Now	459	Whitefish Lake	0.30	633				
	474	Woodland Cree	0.30	309				
	476	Loon River	0.30	172				
				1114				
		Aver. Remoteness	0.30		\$143,159	\$32,141	\$809,778	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$1,189	\$29,962	\$36,448
Tribal Council Ventures East	466	Kehewin Cree Nation (Long Lake)	0.12	428				
	465	Frog Lake	0.22	829				
				1257				
		Aver. Remoteness	0.17		\$143,159	\$21,427	\$913,726	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$711	\$30,336	\$35,800
Tribal Council Ventures West	460	Beaver Lake	0.12	164				
	N/A	Community 864 of Saddle Lake	N/A	725				
	469	Heart Lake	0.30	90				
				979				
		Aver. Remoteness	0.21		\$143,159	\$21,427	\$711,645	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$739	\$24,552	\$30,230
Western Cree	451	Duncan's	0.30	57				
	449	Horse Lake	0.30	193				
	455	Sturgeon Lake	0.20	559				
				809				
		Aver. Remoteness	3.64		\$143,159	\$32,141	\$588,070	
		Adjustment %	7.30					
		Additional Cost			\$10,451	\$2,346	\$42,929	\$55,726
Paul Band	441	Paul Band	0.22	582				
		Aver. Remoteness	0.22		\$71,579	\$10,714	\$423,062	
		Adjustment %	3.45					
		Additional Cost			\$2,470	\$370	\$14,596	\$17,435
Ermineskin	443	Ermineskin	0.12	1438				
		Aver. Remoteness	0.12		\$143,159	\$10,714	\$1,045,297	

		Adjustment %	3.13					
		Additional Cost			\$4,481	\$335	\$32,718	\$37,534
Cold Lake	464	Cold Lake	0.12	483				
		Aver. Remoteness	0.12		\$35,790	\$10,714	\$351,098	
		Adjustment %	3.13					
		Additional Cost			\$1,120	\$335	\$10,989	\$12,445
		Total Average					Total Additional	
		Remoteness	0.26				Cost	\$838,744

ATLANTIC: One Time Remoteness Adjustment

05-06 FNCFS								
06-07 FNCFS								
	Band No.	Bands	Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	Total Additional Cost
AGENCIES								
Elsipogtog	3	Elsipogtog	0.18	857				
		Aver. Remoteness	0.18		\$143,159	\$10,714	\$622,962	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$356	\$20,682	\$25,791
Miawpukek	47	Miawpukek	0.18	236				
		Aver. Remoteness	0.18		\$0	\$10,714	\$171,551	
		Adjustment %	3.32					
		Additional Cost			\$0	\$356	\$5,696	\$6,051
Mi' Kmaq (13)	18	Acadia	0.00	44				
	19	Paq'tnkek First Nation	0.08	147				
	20	Annapolis Valley	0.08	24				
	21	Bear River	0.00	38				
	22	Chapel Island	0.18	235				
	23	Eskasoni	0.18	1342				
	24	Pictou Landing	0.08	182				
	25	Shubenacadie	0.08	441				
	26	Membertou	0.08	326				
	27	Millbrook	0.08	288				

	28	Wagmatcook	0.18	223				
	29	Whycocomagh	0.18	328				
	30	Gloosecap (Horton)	0.08	24				
				3642				
		Aver. Remoteness	0.01		\$143,159	\$139,277	\$2,647,406	
		Adjustment %	3.06					
		Additional Cost			\$4,381	\$4,262	\$81,011	\$89,653
North Shore (9)	5	Burnt Church	0.18	444				
	7	Eel Ground	0.08	188				
	8	Eel River Bar	0.08	116				
	13	Pabineau	0.08	25				
	04	Bouctouche	0.18	35				
	10	Indian Island	0.18	30				
	09	Fort Folly	0.08	5				
	14	Metepenagiag Mi'kmaq Na- tion	0.08	148				
	6	Madawaska Maliseet	0.08	29				
				1020				
		Aver. Remoteness	0.11		\$143,159	\$96,422	\$741,448	
		Adjustment %	3.13					
		Additional Cost			\$4,481	\$3,018	\$23,207	\$30,706
St. John River Valley	16	Tobique	0.18	467				
	11	Kingsclear	0.08	218				
	12	Oromocto	0.08	109				
	15	St. Mary's	0.08	273				
	17	Woodstock	0.08	78				
				1145				
		Aver. Remoteness	0.10		\$143,159	\$53,568	\$832,312	
		Adjustment %	3.06					
		Additional Cost			\$4,381	\$1,639	\$25,469	\$31,489
Burnt Church	5	Burnt Church	0.18	444				
		Aver. Remoteness	0.18		\$35,790	\$10,714	\$322,748	
		Adjustment %	3.32					
		Additional Cost			\$1,188	\$356	\$10,715	\$12,259

Eel Ground	7	Eel Ground	0.08	188				
		Aver. Remoteness	0.08		\$0	\$10,714	\$136,659	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$4,100	\$4,421
Eel River	8	Eel River	0.08	116				
		Aver. Remoteness	0.08		\$0	\$10,714	\$84,322	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$2,530	\$2,851
Four Directions	13	Pabineau	0.08	25				
	04	Bouctouche	0.18	35				
	10	Indian Island	0.18	30				
	09	Fort Folly	0.08	5				
				95				
		Aver. Remoteness	0.13		\$0	\$42,854	\$69,056	
		Adjustment %	3.19					
		Additional Cost			\$0	\$1,367	\$2,203	\$3,570
Kingsclear	11	Kingsclear	0.08	218				
		Aver. Remote-ness	0.08		\$0	\$10,714	\$158,466	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$4,754	\$5,075
Oromocto	12	Oromocto	0.08	109				
		Aver. Remoteness	0.08		\$0	\$10,714	\$79,233	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$2,377	\$2,698
Metepenagiag Mi'kmaq	14	Metepenagiag Mi'kmaq	0.08	148				
		Aver. Remoteness	0.08		\$0	\$10,714	\$107,583	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$3,228	\$3,549

St. Mary's	15	St. Mary's	0.08	273				
		Aver. Remoteness	0.08		\$35,790	\$10,714	\$198,446	
		Adjustment %	3.00					
		Additional Cost			\$1,074	\$321	\$5,953	\$7,349
Tobique	16	Tobique	0.18	467				
		Aver. Remoteness	0.18		\$35,790	\$10,714	\$339,467	
		Adjustment %	3.32					
		Additional Cost			\$1,188	\$356	\$11,270	\$12,814
Woodstock	17	Woodstock	0.08	78				
		Aver. Remoteness	0.08		\$0	\$10,714	\$56,699	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$1,701	\$2,022
Develop- mental	1	Abegweit	0.08	76				
	2	Lennox Island	0.18	137				
				213				
		Aver. Remoteness	0.13		\$0	\$21,427	\$154,832	
		Adjustment %	3.19					
		Additional Cost			\$0	\$684	\$4,939	\$5,623
		Total Average Remoteness	0.11				Total Additional Cost	\$245,922

SASKATCHEWAN: One Time Remoteness Adjustment

05-06 FNCFS								
06-07 FNCFS								
								Total Additional Cost
AGENCIES	Band No.	Bands	Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	
Chiefs Tribal Council	404	Big River	0.22	1031				
	405	Pelican Lake	0.22	518				
	407	Witchekan Lake	0.22	225				
				1774				
		Aver. Remoteness	0.22		\$143,159	\$32,141	\$1,289,538	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$1,109	\$44,489	\$50,537
Ahtahkakoop	406	Ahtahkakoop	0.22	674				
		Aver. Remoteness	0.22		\$71,579	\$10,714	\$489,937	
		Adjustment %	3.45					
		Additional Cost			\$2,470	\$370	\$16,903	\$19,742
Battleford Tribal Council	340	Little Pine	0.22	338				
	341	Lucky Man	0.22	8				
	343	Mosquito-Griz- zly Bear's Head	0.12	291				
	345	Poundmaker	0.22	309				
	348	Sweet Grass	0.12	250				
				1196				
		Aver. Remoteness	0.18		\$143,159	\$53,568	\$869,384	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$1,779	\$28,864	\$35,395
Kanaweyimik	342	Moosomin	0.12	470				
	346	Red Pheasant	0.12	312				
	347	Saulteaux	0.12	298				
	349	Thunderchild	0.22	520				
				1600				
		Aver. Remoteness	0.15		\$143,159	\$42,854	\$1,163,056	
		Adjustment %	3.25					
		Additional Cost			\$4,653	\$1,393	\$37,799	\$43,845
Lac La Ronge	353	Lac La Ronge	0.30	2380				

		Aver. Remoteness	0.30		\$143,159	\$10,714	\$1,730,046	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$396	\$64,012	\$69,705
Meadow Lake (9)	394	Canoe Lake	0.30	387				
	395	Flying Dust	0.12	210				
	396	Makwa Sahgaie- hcan	0.22	455				
	397	Island Lake	0.22	481				
	398	Buffalo River	0.30	250				
	400	English River First Nation	0.30	251				
	401	Clearwater River Dene Band (Big C)	0.60	304				
	402	Waterhen Lake	0.22	382				
	403	Birch Narrows (Turnor Lake)	0.60	169				
				2889				
		Aver. Remoteness	0.32		\$143,159	\$96,422	\$2,100,043	
		Adjustment %	3.76					
		Additional Cost			\$5,383	\$3,626	\$78,962	\$87,970
Montreal Lake	354	Montreal Lake	0.22	962				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$699,287	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$24,125	\$29,434
Onion Lake	344	Onion Lake	0.22	1329				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$966,063	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$33,329	\$38,638
Peter Ballantyne	355	Peter Ballantyne	0.30	2524				
		Aver. Remoteness	0.30		\$143,159	\$10,714	\$1,834,721	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$396	\$67,885	\$73,578
Athabasca Denesuline	351	Fond Du Lac	1.65	391				
	352	Hatchet Lake	1.65	550				

	359	Black Lake	1.65	619				
				1560				
		Aver. Remoteness	1.65		\$143,159	\$32,141	\$1,133,980	
		Adjustment %	8.02					
		Additional Cost			\$11,481	\$2,578	\$90,945	\$105,004
Qu'Appelle	380	Nikaneet	0.18	85				
	381	Muscowpetung	0.22	122				
	383	Pasqua	0.22	246				
	386	Standing Buffalo	0.22	178				
	388	Wood Mountain	0.18	2				
	378	Carry the Kettle	0.22	349				
				982				
		Aver. Remoteness	0.21		\$143,159	\$64,282	\$713,826	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$2,218	\$24,627	\$31,784
Saskatoon District	371	Muskoday First Nation	0.12	184				
	372	Whitecap Dakota/Sioux First Nation	0.12	105				
	373	One Arrow	0.22	262				
	374	Mistawasis	0.22	471				
	375	Muskeg Lake	0.22	120				
	376	Yellowquill	0.22	427				
	377	Kinistin	0.22	162				
				1731				
		Aver. Remoteness	0.19		\$143,159	\$74,995	\$1,258,281	
		Adjustment %	3.38					
		Additional Cost			\$4,839	\$2,535	\$42,530	\$49,904
Touchwood	389	Day Star	0.22	43				
	390	Fishing Lake	0.22	193				
	391	Gordon	0.22	454				
	392	Muskowekwan	0.22	161				
	393	Kawacatoose	0.22	558				
				1409				
		Aver. Remoteness	0.22		\$143,159	\$53,568	\$1,024,216	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$1,848	\$35,336	\$42,123
Yorkton (13)	361	Cowessess	0.22	245				
	362	Kahkewistahaw	0.22	217				
	364	Sakimay	0.22	106				
	366	Cote	0.22	293				

	367	Keeseekoosie	0.22	304				
	368	Key	0.22	120				
	363	Ochpowace	0.22	267				
	365	White Bear	0.18	381				
	409	Pheasant Rump Nakota	0.18	58				
	408	Ocean Man	0.18	53				
	379	Little Black Bear 01/10/02	0.22	104				
	387	Star Blanket 01/10/03	0.22	102				
	384	Peepeekisis 01/02/03	0.22	259				
				2509				
		Aver. Remoteness	0.21		\$143,159	\$139,277	\$1,823,817	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$4,805	\$62,922	\$72,666
Kanaweyihim- itowin	369	Beardy's and Okemasis	0.22	494				
		Aver. Remoteness	0.22		\$35,790	\$10,714	\$359,094	
		Adjustment %	3.45					
		Additional Cost			\$1,235	\$370	\$12,389	\$13,993
Nehiyaw Awasis Siceca Siceca Cistinna	358	Wahpeton	0.12	160				
	360	Sturgeon Lake	0.22	797				
				957				
		Aver. Remoteness	0.17		\$143,159	\$21,427	\$695,653	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$711	\$23,096	\$28,560
Nicapanak Centre	350	Cumberland House Cree Na- tion	0.22	281				
	356	Red Earth	0.22	586				
	357	Shoal Lake of The Cree Nation	0.22	366				
				1233				
		Aver. Remoteness	0.22		\$143,159	\$32,141	\$896,280	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$1,109	\$30,922	\$36,970

Joseph Bighead	399	Joseph Bighead	0.22	379				
		Aver. Remoteness	0.22		\$35,790	\$10,714	\$275,499	
		Adjustment %	3.45					
		Additional Cost			\$1,235	\$370	\$9,505	\$11,109
James Smith	370	James Smith	0.12	791				
		Aver. Remoteness	0.12		\$71,579	\$10,714	\$574,986	
		Adjustment %	3.13					
		Additional Cost			\$2,240	\$335	\$17,997	\$20,573

BRITISH COLUMBIA: One Time Remoteness Adjustment

05-06 FNCFS								
06-07 FNCFS								
	Band No.		Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	Total Additional Cost
AGENCIES	Bands							
Spallumcheen	600	Spallumcheen	0.12	126				
		Aver. Remoteness	0.12		\$0	\$10,714	\$91,591	
		Adjustment %	3.13					
		Additional Cost			\$0	\$335	\$2,867	\$3,202
Nuu-Chah-Nulth	630	Mowachaht	0.18	88				
	634	Ehattesaht	0.45	46				
	638	Ka- Kyuquot	0.50	75				
	662	Ditidaht	0.18	104				
	659	Ahousaht	0.45	291				
	660	Tla-o-qui-aht First Nations	0.45	133				
	661	Hesquiaht	0.55	53				
	667	Uchucklesaht	0.18	11				
	664	Hupaasath (Opetchesaht)	0.08	52				
	665	Tseshaht (formerly Sheshaht?)	0.08	121				
	666	Toquaht	0.18	2				
	668	Ucluelet	0.18	72				

	663	Huu-ay-aht FN (formerly Ohiaht)	0.18	24				
	639	Nuchatlaht	0.45	21				
				1093				
		Aver. Remoteness	0.29		\$143,159	\$149,990	\$794,513	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$5,550	\$29,397	\$40,244
Scw'Exmx	695	Lower Nicola	0.12	140				
	697	Upper Nicola	0.22	97				
	698	Shackan	0.12	16				
	699	Nooaitch	0.12	32				
	693	Coldwater	0.12	103				
				388				
		Aver. Remoteness	0.14		\$35,790	\$53,568	\$282,041	
		Adjustment %	3.19					
		Additional Cost			\$1,142	\$1,709	\$8,997	\$11,848
Carrier-Sekani	725	Wet'suwet'en (Broman Lake)	0.22	42				
	726	Nee-Tahi-Buhn	0.22	15				
	729	Skin Tyee	0.22	12				
	620	Cheslatta Carrier Nation	0.22	50				
	619	Burns Lake	0.22	10				
	615	Saik'uz(Stony Creek)	0.22	193				
	608	Takla Lake	0.60	110				
	613	Stellar'en	0.22	74				
	612	Nadleh Whuten	0.22	88				
	728	Yekooche	0.22	44				
	607	Lake Babine	0.22	541				
				1179				
		Aver. Remoteness	0.25		\$143,159	\$117,850	\$857,027	
		Adjustment %	3.57					
		Additional Cost			\$5,111	\$4,207	\$30,596	\$39,914
Ayes	555	Squamish	0.08	813				
		Aver. Remoteness	0.08		\$143,159	\$10,714	\$590,978	
		Adjustment %	3.00					
		Additional Cost			\$4,295	\$321	\$17,729	\$22,346
Xolhmlh (23)	558	Aitchelitz	0.08	13				
	580	Kwaw-kwaw-a-pilt	0.08	13				
	579	Lakahahmen	0.08	41				

	565	Matsqui	0.08	41				
	582	Skawahlook	0.08	5				
	571	Skowkale	0.08	61				
	570	Skway	0.08	36				
	574	Squiala	0.08	31				
	588	Union Bar	0.08	1				
	584	Cheam	0.08	98				
	583	Chawathil	0.08	147				
	564	Kwantlen F.N. (formerly Langley)	0.08	30				
	585	Popkum	0.08	0				
	568	Scowlitz	0.08	28				
	581	Seabird Island	0.08	218				
	572	Soowahlie	0.08	56				
	586	Peters	0.08	18				
	576	Yakwekwioose	0.08	17				
	575	Tzeachten	0.08	90				
	573	Skwah	0.08	97				
	587	Shxw'ow'hamel FN (formerly Ohamil)	0.08	46				
	589	Yale	0.08	17				
	578	Sumas	0.08	48				
				1152				
		Aver. Remoteness	0.08		\$143,159	\$246,413	\$837,400	
		Adjustment %	3.00					
		Additional Cost			\$4,295	\$7,392	\$25,122	\$36,809
Lalum'utul'- smun'eem	642	Cowichan	0.08	815				
		Aver. Remoteness	0.08		\$143,159	\$10,714	\$592,432	
		Adjustment %	3.00					
		Additional Cost			\$4,295	\$321	\$17,773	\$22,389
Ktunanaxa- Kinbasket	603	Tobacco Plains	0.18	14				
	606	Lower Kootenay	0.18	53				
	602	St. Mary's	0.08	90				
	604	Columbia Lake	0.22	48				
	605	Shuswap	0.22	27				
				232				
		Aver. Remoteness	0.18		\$0	\$53,568	\$168,643	
		Adjustment %	3.32					
		Additional Cost			\$0	\$1,779	\$5,599	\$7,377

Knucwent-wecw	723	Canoe Creek	0.22	107				
	716	Soda Creek	0.12	61				
	719	Williams Lake	0.12	68				
	713	Canim Lake	0.22	155				
				391				
		Aver. Remoteness	0.17		\$35,790	\$42,854	\$284,222	
		Adjustment %	3.32					
		Additional Cost			\$1,188	\$1,423	\$9,436	\$12,047
Secwepemc	686	Bonaparte	0.22	73				
	687	Skeetchestn	0.22	101				
	688	Kamloops	0.12	246				
	684	Adams Lake	0.22	159				
	690	Neskonlith	0.22	97				
	691	North Thompson	0.22	76				
	702	Whispering Pines	0.22	16				
				768				
		Aver. Remoteness	0.21		\$71,579	\$74,995	\$558,267	
		Adjustment %	3.45					
		Additional Cost			\$2,470	\$2,587	\$19,260	\$24,317
Heiltsuk	538	Heiltsuk	1.35	324				
		Aver. Remoteness	1.35		\$35,790	\$10,714	\$235,519	
		Adjustment %	7.07					
		Additional Cost			\$2,530	\$758	\$16,651	\$19,939
Nlhka7'Kapmx Nation	705	Lytton	0.22	263				
	696	Nicomen	0.22	29				
	704	Kanaka Bar	0.22	30				
	707	Skuppah	0.22	29				
	706	Siska	0.22	42				
	694	Cook's Ferry	0.22	18				
				411				
		Aver. Remoteness	0.22		\$35,790	\$64,282	\$298,760	
		Adjustment %	3.45					
		Additional Cost			\$1,235	\$2,218	\$10,307	\$13,760
Northwest Internation	673	Metlakatla	0.22	42				
	675	Hartley Bay	0.50	62				
	676	Kitimaat	0.12	147				
	680	Kitselas	0.12	58				
	681	Kitsumkalum	0.12	61				

	683	Iskut	0.60	130				
	672	Kitkatlia	0.50	181				
	682	Tahltan	0.60	93				
	674	Lax Kw'Alaams	0.22	256				
				1030				
		Aver. Remoteness	0.33		\$143,159	\$96,422	\$748,717	
		Adjustment %	3.83					
		Additional Cost			\$5,483	\$3,693	\$28,676	\$37,852
Kwumut lelum	641	Chemainus	0.08	290				
	643	Lake Cowichan	0.08	5				
	647	Malahat	0.08	62				
	648	Snuneyymuxu (Nanaimo)	0.08	222				
	649	Nanoose First Nation	0.08	48				
	651	Qualicum	0.18	27				
	646	Lyackson	0.45	16				
	645	Halalt	0.08	31				
	650	Penelakut	0.18	175				
				876				
		Aver. Remoteness	0.14		\$143,159	\$96,422	\$636,773	
		Adjustment %	3.19					
		Additional Cost			\$4,567	\$3,076	\$20,313	\$27,956
Gitksan	531	Gitanmaax	0.30	315				
	532	Kispiox	0.30	267				
	535	Gitsegukla	0.30	154				
	536	Gitwangak	0.30	156				
	537	Gitanyow	0.30	161				
	533	Glen Vowell	0.30	56				
				1109				
		Aver. Remoteness	0.30		\$143,159	\$64,282	\$806,143	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$2,378	\$29,827	\$37,503
NIL'TO,O	652	Pauquachin	0.08	109				
	653	Tsartlip	0.08	190				
	654	Tsawout	0.08	192				
	640	Beecher Bay	0.08	41				
	656	Songhees	0.08	120				
	658	Pacheedaht	0.08	44				
				696				
		Aver. Remoteness	0.08		\$71,579	\$64,282	\$505,929	
		Adjustment %	3.00					
		Additional Cost			\$2,147	\$1,928	\$15,178	\$19,254

Sechelt	551	Sechelt	0.08	205				
		Aver. Remoteness	0.08		\$0	\$10,714	\$149,017	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$4,471	\$4,792
Nezul Betlunuyeh	614	Nak'azdli	0.22	216				
	617	Tl'azten Nation	0.22	235				
				451				
		Aver. Remoteness	0.22		\$35,790	\$21,427	\$327,836	
		Adjustment %	3.45					
		Additional Cost			\$1,235	\$739	\$11,310	\$13,284
Namgis	631	Nimpkish (Namgis F.N.)	0.52	229				
	637	Tlowitsis-mum- tagila	0.52	28				
	632	Tlarlasikwala	0.52	21				
	635	Da'naxda'xa First Nation	0.52	17				
	636	(Tsawataineuk)	0.50	60				
	625	Kwicksutaineuk- ah-kwaw-ah-mish	0.50	19				
				374				
		Aver. Remoteness	0.51		\$35,790	\$53,568	\$271,864	
		Adjustment %	4.40					
		Additional Cost			\$1,575	\$2,357	\$11,962	\$15,894
Port Hardy	633	Quatsino	0.12	85				
	724	Gwa'sala- nakwaxda'xw	0.12	238				
				323				
		Aver. Remoteness	0.12		\$35,790	\$21,427	\$234,792	
		Adjustment %	6.30					
		Additional Cost			\$2,255	\$1,350	\$14,792	\$18,397
Lachwiltch	622	Campbell River	0.12	87				
	623	Cape Mudge	0.12	87				
	624	Comox	0.08	25				
	628	Kwiakah	0.52	2				
	629	Mamalilikulla- Qwe'Qwa'Sot'Em	0.52	17				
	553	Klahoose	0.22	12				
	552	Homalco	0.12	86				
				316				
		Aver. Remoteness	0.24		\$35,790	\$74,995	\$229,704	
		Adjustment %	3.51					
		Additional Cost			\$1,256	\$2,632	\$8,063	\$11,951

TL'Etingox-T'In	709	Alexandria	0.22	6				
	710	Alexis Creek	0.22	140				
	712	TL'Etingox-T'In National Government	0.22	178				
	714	Xeni Gwet'in First Nations Government	0.52	108				
	717	Stone	0.22	106				
	718	Toosey (1)	0.22	55				
				593				
		Aver. Remoteness	0.27		\$71,579	\$64,282	\$431,058	
		Adjustment %	3.64					
		Additional Cost			\$2,606	\$2,340	\$15,691	\$20,636
Queen Charlotte	669	Old Massett Village	0.50	247				
	670	Skidegate	0.50	233				
				480				
		Aver. Remoteness	0.50		\$35,790	\$21,427	\$348,917	
		Adjustment %	4.34					
		Additional Cost			\$1,553	\$930	\$15,143	\$17,626
Wet-Sumet'en	530	Moricietown	0.20	259				
	534	Hagwilget	0.30	83				
				342				
		Aver. Remoteness	0.25		\$35,790	\$21,427	\$248,603	
		Adjustment %	3.57					
		Additional Cost			\$1,278	\$765	\$8,875	\$10,918
Northeast	542	Saulteau	0.30	146				
	543	Fort Nelson	0.20	169				
	544	Denetasaa (Prophet River)	0.30	54				
	545	West Moberly	0.30	26				
	546	Halfway River	0.30	59				
	547	Blueberry River	0.30	89				
	548	Doig River	0.30	46				
				589				
		Aver. Remoteness	0.29		\$71,579	\$74,995	\$428,150	
		Adjustment %	3.70					
		Additional Cost			\$2,648	\$2,775	\$15,842	\$21,265
Okanagan	596	Osoyoos	0.08	128				
	597	Penticton	0.08	228				
	598	Lower Similkameen	0.08	83				

	599	Upper Similkameen	0.18	20				
	616	Okanagan	0.12	275				
				734				
		Aver. Remoteness	0.11		\$71,579	\$53,568	\$533,552	
		Adjustment %	3.13					
		Additional Cost			\$2,240	\$1,677	\$16,700	\$20,617
BC / Yukon	497	Ross River Dena Council	0.66	156				
	502	Liard River First Nation	0.66	318				
	504	Dease River First Nation	0.60	56				
	501	Taku River Tingits	0.35	93				
	609	Tsay Keh Dene	0.08	60				
	610	Kawdacha	1.35	108				
				791				
		Aver. Remoteness	0.62		\$71,579	\$64,282	\$574,986	
		Adjustment %	4.72					
		Additional Cost			\$3,379	\$3,034	\$27,139	\$33,552
		Total Average Remoteness	0.24				Total Additional Cost	\$565,687

QUEBEC: One Time Remoteness Adjustment

05-06 FNCFS								
06-07 FNCFS								
								Total Addi- tional Cost
AGENCIES	Band No.	Bands	Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	
Conseil De La Nation Attika- mek-Sipi	77	Weymontachie	0.18	595				
	78	Les Atikamekw De Manawan	0.18	936				
				1531				
		Aver. Remoteness	0.18		\$143,159	\$21,427	\$1,112,899	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$711	\$36,948	\$42,413
Attikamewk d'Opiticiwan	79	Attikamewk d'Opiticiwan	0.48	861				
		Aver. Remoteness	0.48		\$143,159	\$10,714	\$625,870	
		Adjustment %	4.27					
		Additional Cost			\$6,113	\$458	\$26,725	\$33,295
Betsiamites	85	Betsiamites	0.08	926				
		Aver. Remoteness	0.08		\$143,159	\$10,714	\$673,119	
		Adjustment %	3.00					
		Additional Cost			\$4,295	\$321	\$20,194	\$24,810
Counseil Mon- tagnais Essipit	86	Montagnais Essipit	0.08	31				
		Aver. Remoteness	0.08		\$0	\$10,714	\$22,534	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$676	\$997
Gesgapegiag	52	Micmacs of Gesgapegiag	0.08	206				
		Aver. Remoteness	0.08		\$0	\$10,714	\$149,744	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$4,492	\$4,814

Grand Conseil Wababaki	71	Abenakis De Wolinak	0.08	16				
	72	Odanak	0.08	61				
				77				
		Aver. Remoteness	0.08		\$0	\$21,427	\$55,972	
		Adjustment %	3.00					
		Additional Cost			\$21,427	\$643	\$1,679	\$23,749
Nation Huronne-Wendat	50	Nation Huronne-Wendat	0.08	306				
		Aver. Remoteness	0.08		\$35,790	\$10,714	\$222,435	
		Adjustment %	3.00					
		Additional Cost			\$1,074	\$321	\$6,673	\$8,068
Kanawake	70	Kanawake	0.08	1848				
		Aver. Remoteness	0.08		\$143,159	\$10,714	\$1,343,330	
		Adjustment %	3.00					
		Additional Cost			\$4,295	\$321	\$40,300	\$44,916
Kitigan Zibi Amishnabeg	73	Kitigan Zibi Amishnabeg	0.08	468				
		Aver. Remoteness	0.08		\$35,790	\$10,714	\$340,194	
		Adjustment %	3.00					
		Additional Cost			\$1,074	\$321	\$10,206	\$11,601
Montagnais Du Lac St. Jean	76	Montagnais Du Lac St. Jean	0.08	678				
		Aver. Remoteness	0.08		\$71,579	\$10,714	\$492,845	
		Adjustment %	3.00					
		Additional Cost			\$2,147	\$321	\$14,785	\$17,254
Regroupement Mamit Innuat	82	Mingan	0.22	215				
	84	Montagnais De La Romaine	1.18	365				
	88	Montagnais De Pakua Shipi	1.35	125				
				705				
		Aver. Remoteness	0.92		\$71,579	\$32,141	\$512,472	
		Adjustment %	5.67					
		Additional Cost			\$4,059	\$1,822	\$29,057	\$34,938

Conseil Montagnais De Shefferville	87	Montagnais De Shefferville	1.35	265				
		Aver. Remoteness	1.35		\$35,790	\$10,714	\$192,631	
		Adjustment %	7.07					
		Additional Cost			\$2,530	\$758	\$13,619	\$16,907
Ristigouche	51	Listuguj Mi'gmaq FN Council	0.08	729				
		Aver. Remoteness	0.08		\$71,579	\$10,714	\$529,917	
		Adjustment %	3.00					
		Additional Cost			\$2,147	\$321	\$15,898	\$18,366
Uashat/ Maliotenam	80	Uashat Mak Mani-Utenam	0.12	1109				
		Aver. Remoteness	0.12		\$143,159	\$10,714	\$806,143	
		Adjustment %	3.13					
		Additional Cost			\$4,481	\$335	\$25,232	\$30,049
Natashquan	83	Montagnais De Natashquan	0.52	401				
		Aver. Remoteness	0.52		\$35,790	\$10,714	\$291,491	
		Adjustment %	4.40					
		Additional Cost			\$1,575	\$471	\$12,826	\$14,872
		Total Average Remoteness	0.34				Total Additional Cost	\$327,048

TABLE 11 - Comparison Of Total Additional Costs:

Sept. 11, 2005

**Service to City Centre Adjustment + One time Remoteness Adjustment
Compared to One Time Remoteness Adjustment Only**

SERVICE TO CITY CENTRE ADJUST- MENT AND ONE TIME REMOTENESS ADJUSTMENT					
		Total Average Remoteness	Total Number of Communities	No. of Communities with changes in Remoteness	No. of Communities Not accounted for
Manitoba	\$1,172,162	0.43	57	2	0
Alberta	\$893,954	0.32	53	15	3
Atlantic	\$255,361	0.15	44	19	0
Saskatchewan	\$869,352	0.29	69	7	0
British Columbia	\$568,709	0.27	153	41	46
Quebec	\$346,613	0.43	19	8	1
			395	92	50
GRAND TOTAL	\$4,106,150				
ONE TIME REMOTE- NESS ADJUSTMENT					
		Total Average Remoteness	Total Number of Communities		
Manitoba	\$1,171,490	0.43	57		
Alberta	\$838,744	0.26	53		
Atlantic	\$245,922	0.11	44		
Saskatchewan	\$861,527	0.28	69		
British Columbia	\$565,687	0.24	153		
Quebec	\$327,048	0.34	19		
			395		
GRAND TOTAL	\$4,010,417				
DIFFERENCE	\$95,734				

MANITOBA: Service to City Centre Adjustment + One Time Remoteness Adjustment

05-06 FNCFS								
06-07 FNCFS								
	Band No.		Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	Total Additional Cost
AGENCIES	Bands							
Anishinaabe West	271	Lake Manitoba	0.22	379				
	272	Fairford	0.22	530				
	274	Little Saskatchewan	0.22	303				
	275	Lake St. Martin	0.22	588				
	316	Dauphin River	0.22	55				
				1855				
		Aver. Remoteness	0.22		\$143,159	\$53,568	\$1,348,418	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$1,848	\$46,520	\$53,308
Awasis	296	God's Lake	1.35	671				
	305	Fox Lake	0.30	107				
	323	War Lake	0.60	44				
	307	Shamattawa	1.04	611				
	304	York Factory	0.60	205				
	317	Northlands	1.04	337				
	306	Split Lake	0.30	956				
	303	Sayisi Dene First Nation	1.04	105				
	308	Barren Lands	1.04	220				
	276	Cross Lake	0.22	2108				
	301	Oxford House	1.35	924				
	302	Manto Sipi (God's River)	1.35	276				
				6564				
		Aver. Remoteness	0.85		\$143,159	\$128,563	\$4,771,437	
		Adjustment %	5.48					
		Additional Cost			\$7,845	\$7,045	\$261,475	\$276,365
Cree Nation	315	Opaskwyak	0.12	1277				
	310	Grand Rapids	0.22	395				
	312	Mosakahiken (Moose Lake)	0.22	591				
	311	Mathias Colomb	0.74	1089				
	309	Chemawawn	0.22	619				
	314	Sapotaweyak Cree Nation	0.22	426				

	324	Wuskwi Sipihk FN (Indian Birch)	0.22	82				
				4479				
		Aver. Remoteness	0.28		\$143,159	\$74,995	\$3,255,830	
		Adjustment %	3.64					
		Additional Cost			\$5,211	\$2,730	\$118,512	\$126,453
Dakata Ojibwa	284	Birdtail Sioux	0.22	245				
	288	Dakota Plains	0.12	68				
	287	Long Plain	0.22	655				
	289	Canupawakpa Da- kota (Oak Lake)	0.22	131				
	273	Roseau River	0.18	495				
	283	Sandy Bay	0.22	1595				
	290	Sioux Valley	0.08	456				
	293	Swan Lake	0.22	205				
				3850				
		Aver. Remoteness	0.19		\$143,159	\$85,709	\$2,798,604	
		Adjustment %	3.38					
		Additional Cost			\$4,839	\$2,897	\$94,593	\$102,329
Intertribal	264	Fisher River	0.22	592				
	268	Kinonjeoshtegon (Jackhead)	0.22	135				
	295	Dakota Tipi	0.22	56				
				783				
		Aver. Remoteness	0.22		\$71,579	\$32,141	\$569,171	
		Adjustment %	3.45					
		Additional Cost			\$2,470	\$1,109	\$19,636	\$23,215
Kinosao Sipi Minisowin	278	Norway House	0.22	1944				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$1,413,113	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$48,752	\$54,061
Nisichawayasihk (Nelson House)	313	Nisichawayasihk (Nelson House)	0.30	1699				
		Aver. Remoteness	0.30		\$143,159	\$10,714	\$1,235,020	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$396	\$45,696	\$51,389

Peguis	269	Peguis	0.22	1344				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$976,967	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$33,705	\$39,014
Sagkeeng	262	Fort Alexander	0.22	1245				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$905,003	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$31,223	\$36,531
SouthEast	266	Berens River	0.82	740				
	267	Bloodvein	0.63	450				
	261	Broken Head	0.22	180				
	265	Buffalo Point	0.18	19				
	263	Hollow Water	0.22	423				
	260	Little Black River	0.22	313				
	270	Little Grand Rapids	1.00	506				
	327	Pausingassi First Na- tion	1.00	268				
	277	Poplar River	1.00	475				
				3374				
		Aver. Remoteness	0.59		\$143,159	\$96,422	\$2,452,594	
		Adjustment %	4.59					
		Additional Cost			\$6,571	\$4,426	\$112,574	\$123,571
West Region	279	O-Chi-chak-Ko-Sipi (Crane River)	0.22	226				
	280	Ebb & Flow	0.22	523				
	294	Gamblers	0.22	18				
	286	Keskwenin	0.22	180				
	282	Pine Creek	0.22	499				
	291	Rolling River	0.22	194				
	292	Tootinaowaziibeeng (Valley River)	0.22	280				
	281	Skownan(Waterhen)	0.22	261				
	285	Waywayseecappo	0.22	531				
				2712				
		Aver. Remoteness	0.22		\$143,159	\$96,422	\$1,971,380	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$3,327	\$68,013	\$76,278
Island Lake	299	Wasagmack	1.35	659				
	298	St. Theresa Point	1.18	1378				
	297	Garden Hill	1.18	1607				

	300	Red Sucker Lake	1.35	329				
				3973				
		Aver. Remoteness	1.27		\$143,159	\$42,854	\$2,888,013	
		Adjustment %	6.82					
		Additional Cost			\$9,763	\$2,923	\$196,963	\$209,649
		Total Average Remoteness	0.43				Total Additional Cost	\$1,172,162

ALBERTA: Service to City Centre Adjustment + One Time Remoteness Adjustment

05-06 FNCFS								
06-07 FNCFS								
AGENCIES	Band No.	Bands	Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	Total Additional Cost
Siksika (Blackfoot)	430	Siksika (Blackfoot)	0.22	1441				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$1,047,477	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$36,138	\$41,447
Yellowhead	438	Alexander	0.12	427				
	437	Alexis	0.22	397				
	440	Enoch	0.12	634				
	431	O'Chiese	0.22	290				
	434	Sunchild Cree	0.22	398				
				2146				
		Aver. Remoteness	0.18		\$143,159	\$53,568	\$1,559,949	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$1,779	\$51,790	\$58,322
Lesser Slave Lake	450	Driftpile	0.30	320				
	452	Kapawe'no First Nation (Grouard)	0.60	45				
	454	Sawridge	0.30	15				
	456	Sucker Creek	0.30	285				
	457	Swan River	0.30	125				
				790				

		Aver. Remoteness	0.36		\$71,579	\$53,568	\$574,259	
		Adjustment %	3.89					
		Additional Cost			\$2,784	\$2,084	\$22,339	\$27,207
Saddle Lake (Community 866)	462	Saddle Lake (Community 866)	0.12	1851				
		Aver. Remoteness	0.12		\$143,159	\$10,714	\$1,345,510	
		Adjustment %	6.30					
		Additional Cost			\$9,019	\$675	\$84,767	\$94,461
Peigan	436	Peigan	0.08	937				
		Aver. Remoteness	0.08		\$143,159	\$10,714	\$681,115	
		Adjustment %	3.00					
		Additional Cost			\$4,295	\$321	\$20,433	\$25,050
Kainaiwa	435	Kainaiwa	0.18	2772				
		Aver. Remoteness	0.18		\$143,159	\$10,714	\$2,014,995	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$356	\$66,898	\$72,006
Stoney (Chiniki)	433	Stoney (Chiniki)	0.12	1826				
		Aver. Remoteness	0.12		\$143,159	\$10,714	\$1,327,338	
		Adjustment %	3.13					
		Additional Cost			\$4,481	\$335	\$41,546	\$46,362
Tsuu T'ina (Sarcee)	432	Tsuu T'ina (Sar- cee)	0.12	591				
		Aver. Remoteness	0.12		\$71,579	\$10,714	\$429,604	
		Adjustment %	3.13					
		Additional Cost			\$2,240	\$335	\$13,447	\$16,022
Bigstone Cree	458	Bigstone Cree	0.30	1343				
		Aver. Remoteness	0.30		\$143,159	\$10,714	\$976,240	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$396	\$36,121	\$41,814

Little Red River	447	Little Red River	0.74	1937				
		Aver. Remoteness	0.74		\$143,159	\$10,714	\$1,408,025	
		Adjustment %	5.10					
		Additional Cost			\$7,301	\$546	\$71,809	\$79,657
North Peace	445	Beaver	0.30	165				
	448	Dena 'Tha'	0.30	684				
	446	Tall Cree	0.30	216				
				1065				
		Aver. Remoteness	0.30		\$143,159	\$32,141	\$774,159	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$1,189	\$28,644	\$35,130
Athabasca	461	Mikisew Cree F.N. (Miksaw)	0.95	297				
	463	Athabaska Chipewyan (Fort Chipewyan)	0.95	80				
	467	Fort Mackay	0.30	112				
	468	Fort McMurray	0.30	82				
	470	Chipewyan Prairie (Janvier)	0.30	132				
				703				
		Aver. Remoteness	0.56		\$71,579	\$53,568	\$511,018	
		Adjustment %	4.53					
		Additional Cost			\$3,243	\$2,427	\$23,149	\$28,818
Kashkowew	444	Samson	0.22	2854				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$2,074,601	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$71,574	\$76,882
Akamkipati-now	439	Louis Bull	0.12	797				
	442	Montana	0.22	344				
				1141				
		Aver. Remoteness	0.17		\$143,159	\$21,427	\$829,404	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$711	\$27,536	\$33,001
Kee Tas Now	459	Whitefish Lake	0.30	633				
	474	Woodland Cree	0.60	309				
	476	Loon River	0.60	172				
				1114				

		Aver. Remoteness	0.50		\$143,159	\$32,141	\$809,778	
		Adjustment %	4.43					
		Additional Cost			\$6,342	\$1,424	\$35,873	\$43,639
Tribal Council Ventures East	466	Kehewin Cree Nation (Long Lake)	0.22	428				
	465	Frog Lake	0.22	829				
				1257				
		Aver. Remoteness	0.22		\$143,159	\$21,427	\$913,726	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$739	\$31,524	\$37,202
Tribal Council Ventures West	460	Beaver Lake	0.22	164				
	N/A	Community 864 of Saddle Lake	N/A	725				
	469	Heart Lake	0.30	90				
				979				
		Aver. Remoteness	0.26		\$143,159	\$21,427	\$711,645	
		Adjustment %	3.57					
		Additional Cost			\$5,111	\$765	\$25,406	\$31,281
Western Cree	451	Duncan's	0.60	57				
	449	Horse Lake	0.60	193				
	455	Sturgeon Lake	0.30	559				
				809				
		Aver. Remoteness	0.50		\$143,159	\$32,141	\$588,070	
		Adjustment %	4.34					
		Additional Cost			\$6,213	\$1,395	\$25,522	\$33,130
Paul Band	441	Paul Band	0.22	582				
		Aver. Remoteness	0.22		\$71,579	\$10,714	\$423,062	
		Adjustment %	3.45					
		Additional Cost			\$2,470	\$370	\$14,596	\$17,435
Ermineskin	443	Ermineskin	0.22	1438				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$1,045,297	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$36,063	\$41,371
Cold Lake	464	Cold Lake	0.22	483				

		Aver. Remoteness	0.22		\$35,790	\$10,714	\$351,098	
		Adjustment %	3.45					
		Additional Cost			\$1,235	\$370	\$12,113	\$13,717
		Total Average Remoteness	0.32				Total Additional Cost	\$893,954

ATLANTIC: Service to City Centre Adjustment + One Time Remoteness Adjustment								
05-06 FNCFS								
06-07 FNCFS								
AGENCIES	Band No.	Bands	Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	Total Additional Cost
Elsipogtog	3	Elsipogtog	0.18	857				
		Aver. Remoteness	0.18		\$143,159	\$10,714	\$622,962	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$356	\$20,682	\$25,791
Miawpukek	47	Miawpukek	0.18	236				
		Aver. Remoteness	0.18		\$0	\$10,714	\$171,551	
		Adjustment %	3.32					
		Additional Cost			\$0	\$356	\$5,696	\$6,051
Mi' Kmaq (13)	18	Acadia	0.10	44				
	19	Paq'tnkek First Nation	0.18	147				
	20	Annapolis Valley	0.18	24				
	21	Bear River	0.10	38				
	22	Chapel Island	0.18	235				
	23	Eskasoni	0.18	1342				
	24	Pictou Landing	0.18	182				
	25	Shubenacadie	0.08	441				
	26	Membertou	0.08	326				
	27	Millbrook	0.18	288				
	28	Wagmatcook	0.18	223				
	29	Whycocomagh	0.18	328				

	30	Gloosecap (Horton)	0.18	24				
				3642				
		Aver. Remoteness	0.15		\$143,159	\$139,277	\$2,647,406	
		Adjustment %	3.25					
		Additional Cost			\$4,653	\$4,527	\$86,041	\$95,220
North Shore (9)	5	Burnt Church	0.18	444				
	7	Eel Ground	0.18	188				
	8	Eel River Bar	0.18	116				
	13	Pabineau	0.18	25				
	04	Bouctouche	0.18	35				
	10	Indian Island	0.18	30				
	09	Fort Folly	0.08	5				
	14	Metepenagiag Mi'kmaq Nation	0.18	148				
	6	Madawaska Maliseet	0.18	29				
				1020				
		Aver. Remoteness	0.17		\$143,159	\$96,422	\$741,448	
		Adjustment %	3.32					
		Additional Cost			\$4,753	\$3,201	\$24,616	\$32,570
St. John River Valley	16	Tobique	0.18	467				
	11	Kingsclear	0.08	218				
	12	Oromocto	0.08	109				
	15	St. Mary's	0.08	273				
	17	Woodstock	0.18	78				
				1145				
		Aver. Remoteness	0.12		\$143,159	\$53,568	\$832,312	
		Adjustment %	3.13					
		Additional Cost			\$4,481	\$1,677	\$26,051	\$32,209
Burnt Church	5	Burnt Church	0.18	444				
		Aver. Remoteness	0.18		\$35,790	\$10,714	\$322,748	
		Adjustment %	3.32					
		Additional Cost			\$1,188	\$356	\$10,715	\$12,259
Eel Ground	7	Eel Ground	0.18	188				
		Aver. Remoteness	0.18		\$0	\$10,714	\$136,659	
		Adjustment %	3.32					
		Additional Cost			\$0	\$356	\$4,537	\$4,893

Eel River	8	Eel River	0.18	116				
		Aver. Remoteness	0.18		\$0	\$10,714	\$84,322	
		Adjustment %	3.32					
		Additional Cost			\$0	\$356	\$2,800	\$3,155
Four Directions	13	Pabineau	0.18	25				
	04	Bouctouche	0.18	35				
	10	Indian Island	0.18	30				
	09	Fort Folly	0.08	5				
				95				
		Aver. Remoteness	0.16		\$0	\$42,854	\$69,056	
		Adjustment %	3.25					
		Additional Cost			\$0	\$1,393	\$2,244	\$3,637
Kingsclear	11	Kingsclear	0.08	218				
		Aver. Remoteness	0.08		\$0	\$10,714	\$158,466	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$4,754	\$5,075
Oromocto	12	Oromocto	0.08	109				
		Aver. Remoteness	0.08		\$0	\$10,714	\$79,233	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$2,377	\$2,698
Metepenagiag Mi'kmaq	14	Metepenagiag Mi'kmaq	0.18	148				
		Aver. Remoteness	0.18		\$0	\$10,714	\$107,583	
		Adjustment %	3.00					
		Additional Cost			\$0	\$321	\$3,228	\$3,549
St. Mary's	15	St. Mary's	0.08	273				
		Aver. Remoteness	0.08		\$35,790	\$10,714	\$198,446	
		Adjustment %	3.00					
		Additional Cost			\$1,074	\$321	\$5,953	\$7,349
Tobique	16	Tobique	0.18	467				
		Aver. Remoteness	0.18		\$35,790	\$10,714	\$339,467	
		Adjustment %	3.32					
		Additional Cost			\$1,188	\$356	\$11,270	\$12,814

Woodstock	17	Woodstock	0.18	78				
		Aver. Remoteness	0.18		\$0	\$10,714	\$56,699	
		Adjustment %	3.32					
		Additional Cost			\$0	\$356	\$1,882	\$2,238
Developmen- tal	1	Abegweit	0.18	76				
	2	Lennox Island	0.18	137				
				213				
		Aver. Remoteness	0.18		\$0	\$21,427	\$154,832	
		Adjustment %	3.32					
		Additional Cost			\$0	\$711	\$5,140	\$5,852
		Total Average Remoteness	0.15				Total Additional Cost	\$255,361

SASKATCHEWAN: Service to City Centre Adjustment + One Time Remoteness Adjustment

05-06 FNCFS								
06-07 FNCFS								
AGENCIES	Band No.	Bands	Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	Total Additional Cost
Chiefs Tribal Council	404	Big River	0.22	1031				
	405	Pelican Lake	0.22	518				
	407	Witchekan Lake	0.22	225				
				1774				
		Aver. Remoteness	0.22		\$143,159	\$32,141	\$1,289,538	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$1,109	\$44,489	\$50,537
Ahtahkakoop	406	Ahtahkakoop	0.22	674				
		Aver. Remoteness	0.22		\$71,579	\$10,714	\$489,937	
		Adjustment %	3.45					
		Additional Cost			\$2,470	\$370	\$16,903	\$19,742
Battleford Tribal Council	340	Little Pine	0.22	338				
	341	Lucky Man	0.22	8				

	343	Mosquito-Grizzly Bear's Head	0.22	291				
	345	Poundmaker	0.22	309				
	348	Sweet Grass	0.22	250				
				1196				
		Aver. Remoteness	0.22		\$143,159	\$53,568	\$869,384	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$1,848	\$29,994	\$36,781
Kanaweyimik	342	Moosomin	0.22	470				
	346	Red Pheasant	0.22	312				
	347	Saulteaux	0.22	298				
	349	Thunderchild	0.22	520				
				1600				
		Aver. Remoteness	0.22		\$143,159	\$42,854	\$1,163,056	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$1,479	\$40,125	\$46,543
Lac La Ronge	353	Lac La Ronge	0.30	2380				
		Aver. Remoteness	0.30		\$143,159	\$10,714	\$1,730,046	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$396	\$64,012	\$69,705
Meadow Lake (9)	394	Canoe Lake	0.30	387				
	395	Flying Dust	0.22	210				
	396	Makwa Sahgaiehcan	0.22	455				
	397	Island Lake	0.22	481				
	398	Buffalo River	0.30	250				
	400	English River First Nation	0.30	251				
	401	Clearwater River Dene Band (Big C)	0.60	304				
	402	Waterhen Lake	0.22	382				
	403	Birch Narrows (Turnor Lake)	0.60	169				
				2889				
		Aver. Remoteness	0.33		\$143,159	\$96,422	\$2,100,043	
		Adjustment %	3.83					
		Additional Cost			\$5,483	\$3,693	\$80,432	\$89,608
Montreal Lake	354	Montreal Lake	0.22	962				

		Aver. Remoteness	0.22		\$143,159	\$10,714	\$699,287	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$24,125	\$29,434
Onion Lake	344	Onion Lake	0.22	1329				
		Aver. Remoteness	0.22		\$143,159	\$10,714	\$966,063	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$370	\$33,329	\$38,638
Peter Ballantyne	355	Peter Ballantyne	0.30	2524				
		Aver. Remoteness	0.30		\$143,159	\$10,714	\$1,834,721	
		Adjustment %	3.70					
		Additional Cost			\$5,297	\$396	\$67,885	\$73,578
Athabasca Denesuline	351	Fond Du Lac	1.65	391				
	352	Hatchet Lake	1.65	550				
	359	Black Lake	1.65	619				
				1560				
		Aver. Remoteness	1.65		\$143,159	\$32,141	\$1,133,980	
		Adjustment %	8.02					
		Additional Cost			\$11,481	\$2,578	\$90,945	\$105,004
Qu'Appelle	380	Nikaneet	0.18	85				
	381	Muscowpetung	0.22	122				
	383	Pasqua	0.22	246				
	386	Standing Buffalo	0.22	178				
	388	Wood Mountain	0.18	2				
	378	Carry the Kettle	0.22	349				
				982				
		Aver. Remoteness	0.21		\$143,159	\$64,282	\$713,826	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$2,218	\$24,627	\$31,784
Saskatoon District	371	Muskoday First Nation	0.12	184				
	372	Whitecap Dakota/Sioux First Nation	0.12	105				
	373	One Arrow	0.22	262				
	374	Mistawasis	0.22	471				
	375	Muskeg Lake	0.22	120				

	376	Yellowquill	0.22	427				
	377	Kinistin	0.22	162				
				1731				
		Aver. Remoteness	0.19		\$143,159	\$74,995	\$1,258,281	
		Adjustment %	3.38					
		Additional Cost			\$4,839	\$2,535	\$42,530	\$49,904
Touchwood	389	Day Star	0.22	43				
	390	Fishing Lake	0.22	193				
	391	Gordon	0.22	454				
	392	Muskowekwan	0.22	161				
	393	Kawacatoose	0.22	558				
				1409				
		Aver. Remoteness	0.22		\$143,159	\$53,568	\$1,024,216	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$1,848	\$35,336	\$42,123
Yorkton (13)	361	Cowessess	0.22	245				
	362	Kahkewistahaw	0.22	217				
	364	Sakimay	0.22	106				
	366	Cote	0.22	293				
	367	Keeseekoose	0.22	304				
	368	Key	0.22	120				
	363	Ochpowace	0.22	267				
	365	White Bear	0.18	381				
	409	Pheasant Rump Nakota	0.18	58				
	408	Ocean Man	0.18	53				
	379	Little Black Bear 01/10/02	0.22	104				
	387	Star Blanket 01/10/03	0.22	102				
	384	Peepeekisis 01/02/03	0.22	259				
				2509				
		Aver. Remoteness	0.21		\$143,159	\$139,277	\$1,823,817	
		Adjustment %	3.45					
		Additional Cost			\$4,939	\$4,805	\$62,922	\$72,666
Kanaweyihim- itowin	369	Beardy's and Okemasis	0.22	494				
		Aver. Remoteness	0.22		\$35,790	\$10,714	\$359,094	
		Adjustment %	3.45					
		Additional Cost			\$1,235	\$370	\$12,389	\$13,993

BRITISH COLUMBIA: Service to City Centre Adjustment + One Time Remoteness Adjustment

05-06 FNCFS									
06-07 FNCFS									
	Band		Remote	0-18	Fixed	Amount	Amount	Total	
AGENCIES	No.	Bands	Factor	Pop.	Amount	per Band	per Child	Additional	
								Cost	
Spallumcheen	600	Spallumcheen	0.22	126					
		Aver. Remoteness	0.22		\$0	\$10,714	\$91,591		
		Adjustment %	3.45						
		Additional Cost			\$0	\$370	\$3,160	\$3,530	
Nuu-Chah-Nulth	630	Mowachaht	0.18	88					
	634	Ehattesaht	0.75	46					
	638	Ka- Kyuquot	0.50	75					
	662	Ditidaht	0.18	104					****
	659	Ahousaht	0.55	291					
	660	Tla-o-qui-aht	0.45	133					****
	661	Hesquiaht	0.55	53					
	667	Uchucklesaht	0.18	11					****
	664	Hupaasath (Opetchesaht)	0.08	52					****
	665	Tseshah (formerly Shesah?)	0.08	121					****
	666	Toquaht	0.18	2					****
	668	Ucluelet	0.18	72					
	663	Huu-ay-aht (formerly Ohiaht)	0.18	24					
	639	Nuchatlaht	0.75	21					
				1093					
		Aver. Remoteness	0.34		\$143,159	\$149,990	\$794,513		
		Adjustment %	3.83						
		Additional Cost			\$5,483	\$5,745	\$30,430	\$41,657	
Scw'Exmx	695	Lower Nicola	0.12	140					
	697	Upper Nicola	0.22	97					
	698	Shackan	0.22	16					
	699	Nooaitch	0.22	32					
	693	Coldwater	0.22	103					
				388					
		Aver. Remoteness	0.20		\$35,790	\$53,568	\$282,041		
		Adjustment %	3.38						
		Additional Cost			\$1,210	\$1,811	\$9,533	\$12,553	

Carrier-Sekani	725	Wet'suwet'en (Broman Lake)	0.22	42					****
	726	Nee-Tahi-Buhn	0.22	15					****
	729	Skin Tyee	0.22	12					****
	620	Cheslatta Carrier Nation	0.22	50					****
	619	Burns Lake	0.22	10					
	615	Saik'uz(Stony Creek)	0.22	193					
	608	Takla Lake	0.95	110					
	613	Stellar'en	0.22	74					
	612	Nadleh Whuten	0.22	88					
	728	Yekooche	0.22	44					
	607	Lake Babine	0.22	541					
				1179					
		Aver. Remoteness	0.29		\$143,159	\$117,850	\$857,027		
		Adjustment %	3.70						
		Additional Cost			\$5,297	\$4,360	\$31,710	\$41,367	
Ayes	555	Squamish	0.08	813					
		Aver. Remoteness	0.08		\$143,159	\$10,714	\$590,978		
		Adjustment %	3.00						
		Additional Cost			\$4,295	\$321	\$17,729	\$22,346	
Xolhmlh (23)	558	Aitchelitz	0.18	13					
	580	Kwaw-kwaw-a-pilt	0.18	13					
	579	Lakahahmen	0.08	41					
	565	Matsqui	0.08	41					
	582	Skawahlook	0.18	5					
	571	Skowkale	0.08	61					****
	570	Skway	0.18	36					
	574	Squiala	0.18	31					
	588	Union Bar	0.18	1					
	584	Cheam	0.18	98					
	583	Chawathil	0.08	147					****
	564	Kwantlen F.N. (formerly Langley)	0.08	30					****
	585	Popkum	0.18	0					
	568	Scowlitz	0.18	28					
	581	Seabird Island	0.18	218					
	572	Soowahlie	0.18	56					
	586	Peters	0.18	18					
	576	Yakweakwioose	0.18	17					
	575	Tzeachten	0.18	90					
	573	Skwah	0.18	97					

	587	Shxw'ow'hamel FN (formerly Ohamil)	0.08	46					****
	589	Yale	0.18	17					
	578	Sumas	0.08	48					
				1152					
		Aver. Remoteness	0.15		\$143,159	\$246,413	\$837,400		
		Adjustment %	3.25						
		Additional Cost			\$4,653	\$8,008	\$27,216	\$39,877	
Lalum'utul'- smun'eem	642	Cowichan	0.08	815					
		Aver. Remoteness	0.08		\$143,159	\$10,714	\$592,432		
		Adjustment %	3.00						
		Additional Cost			\$4,295	\$321	\$17,773	\$22,389	
Ktunanaxa- Kinbasket	603	Tobacco Plains	0.18	14					****
	606	Lower Kootenay	0.18	53					****
	602	St. Mary's	0.08	90					****
	604	Columbia Lake	0.22	48					****
	605	Shuswap	0.22	27					****
				232					
		Aver. Remoteness	0.18		\$0	\$53,568	\$168,643		
		Adjustment %	3.32						
		Additional Cost			\$0	\$1,779	\$5,599	\$7,377	
Knucwen- twecw	723	Canoe Creek	0.22	107					
	716	Soda Creek	0.22	61					
	719	Williams Lake	0.22	68					
	713	Canim Lake	0.22	155					
				391					
		Aver. Remoteness	0.22		\$35,790	\$42,854	\$284,222		
		Adjustment %	3.45						
		Additional Cost			\$1,235	\$1,479	\$9,806	\$12,519	
Secwepemc	686	Bonaparte	0.22	73					
	687	Skeetchestn	0.22	101					
	688	Kamloops	0.12	246					
	684	Adams Lake	0.22	159					
	690	Neskonlith	0.22	97					
	691	North Thompson	0.22	76					
	702	Whispering Pines	0.22	16					
				768					

		Aver. Remoteness	0.21		\$71,579	\$74,995	\$558,267		
		Adjustment %	3.45						
		Additional Cost			\$2,470	\$2,587	\$19,260	\$24,317	
Heiltsuk	538	Heiltsuk	1.35	324					
		Aver. Remoteness	1.35		\$35,790	\$10,714	\$235,519		
		Adjustment %	7.07						
		Additional Cost			\$2,530	\$758	\$16,651	\$19,939	
Nlhka7'- Kapmx	705	Lytton	0.22	263					****
	696	Nicomen	0.22	29					
	704	Kanaka Bar	0.22	30					
	707	Skuppah	0.22	29					****
	706	Siska	0.22	42					****
	694	Cook's Ferry	0.22	18					
				411					
		Aver. Remoteness	0.22		\$35,790	\$64,282	\$298,760		
		Adjustment %	3.45						
		Additional Cost			\$1,235	\$2,218	\$10,307	\$13,760	
Northwest Internation	673	Metlakatla	0.22	42					
	675	Hartley Bay	0.50	62					
	676	Kitimaat	0.12	147					****
	680	Kitselas	0.22	58					
	681	Kitsumkalum	0.22	61					
	683	Iskut	0.60	130					
	672	Kitkatlia	0.50	181					
	682	Tahltan	0.60	93					
	674	Lax Kw'Alaams	0.22	256					
				1030					
		Aver. Remoteness	0.36		\$143,159	\$96,422	\$748,717		
		Adjustment %	3.89						
		Additional Cost			\$5,569	\$3,751	\$29,125	\$38,445	
Kwumut Ielum	641	Chemainus	0.08	290					****
	643	Lake Cowichan	0.08	5					
	647	Malahat	0.08	62					****
	648	Snuneyymuxu (Nanaimo)	0.08	222					****
	649	Nanoose	0.08	48					****
	651	Qualicum	0.18	27					
	646	Lyackson	0.45	16					****

	645	Halalt	0.08	31					
	650	Penelakut	0.18	175					
				876					
		Aver. Remoteness	0.14		\$143,159	\$96,422	\$636,773		
		Adjustment %	3.19						
		Additional Cost			\$4,567	\$3,076	\$20,313	\$27,956	
Gitksan	531	Gitanmaax	0.30	315					
	532	Kispiox	0.30	267					
	535	Gitsegukla	0.30	154					****
	536	Gitwangak	0.30	156					****
	537	Gitanyow	0.30	161					****
	533	Glen Vowell	0.30	56					****
				1109					
		Aver. Remoteness	0.30		\$143,159	\$64,282	\$806,143		
		Adjustment %	3.70						
		Additional Cost			\$5,297	\$2,378	\$29,827	\$37,503	
NIL'TO,O	652	Pauquachin	0.08	109					
	653	Tsartlip	0.08	190					
	654	Tsawout	0.08	192					
	640	Beecher Bay	0.08	41					
	656	Songhees	0.08	120					
	658	Pacheedaht	0.08	44					
				696					
		Aver. Remoteness	0.08		\$71,579	\$64,282	\$505,929		
		Adjustment %	3.00						
		Additional Cost			\$2,147	\$1,928	\$15,178	\$19,254	
Sechelt	551	Sechelt	0.08	205					
		Aver. Remoteness	0.08		\$0	\$10,714	\$149,017		
		Adjustment %	3.00						
		Additional Cost			\$0	\$321	\$4,471	\$4,792	
Nezul Betlunuyeh	614	Nak'azdli	0.22	216					
	617	Tl'azten Nation	0.22	235					
				451					
		Aver. Remoteness	0.22		\$35,790	\$21,427	\$327,836		
		Adjustment %	3.45						
		Additional Cost			\$1,235	\$739	\$11,310	\$13,284	
Namgis	631	Nimpkish (Namgis F.N.)	0.52	229					****

	637	Tlowitsis-mumtagila	0.52	28					****
	632	Tlatlasikwala	0.52	21					****
	635	Da'naxda'xa First Nation	0.52	17					****
	636	(Tsawataineuk)	1.00	60					
	625	Kwicksutaineuk-ah-kwaw-ah-mish	0.82	19					
				374					
		Aver. Remoteness	0.65		\$35,790	\$53,568	\$271,864		
		Adjustment %	4.84						
		Additional Cost			\$1,732	\$2,593	\$13,158	\$17,483	
Port Hardy	633	Quatsino	0.12	85					****
	724	Gwa'sala-nakwaxda'xw	0.12	238					****
				323					
		Aver. Remoteness	0.12		\$35,790	\$21,427	\$234,792		
		Adjustment %	3.13						
		Additional Cost			\$1,120	\$671	\$7,349	\$9,140	
Lachwiltch	622	Campbell River	0.22	87					
	623	Cape Mudge	0.22	87					
	624	Comox	0.18	25					
	628	Kwiakah	0.18	2					
	629	Mamalilikulla-Qwe'Qwa'Sot'Em	0.52	17					
	553	Klahoose	0.63	12					
	552	Homalco	0.22	86					
				316					
		Aver. Remoteness	0.31		\$35,790	\$74,995	\$229,704		
		Adjustment %	3.76						
		Additional Cost			\$1,346	\$2,820	\$8,637	\$12,802	
TLE'tinqox-T'In	709	Alexandria	0.22	6					
	710	Alexis Creek	0.22	140					
	712	TLE'tinqox-T'In National Government	0.22	178					****
	714	Xeni Gwet'in First Nations Government	0.52	108					****
	717	Stone	0.22	106					
	718	Toosey (1)	0.22	55					
				593					
		Aver. Remoteness	0.27		\$71,579	\$64,282	\$431,058		
		Adjustment %	3.64						
		Additional Cost			\$2,606	\$2,340	\$15,691	\$20,636	

Queen Charlotte	669	Old Massett Village	0.50	247					
	670	Skidegate	0.63	233					
				480					
		Aver. Remoteness	0.57		\$35,790	\$21,427	\$348,917		
		Adjustment %	4.59						
		Additional Cost			\$1,643	\$984	\$16,015	\$18,642	
Wet-Sumet'en	530	Moricetown	0.20	259					****
	534	Hagwilget	0.30	83					****
				342					
		Aver. Remoteness	0.25		\$35,790	\$21,427	\$248,603		
		Adjustment %	3.57						
		Additional Cost			\$1,278	\$765	\$8,875	\$10,918	
Northeast	542	Saulteau	0.30	146					
	543	Fort Nelson	0.30	169					
	544	Denetasaa(Prophet River)	0.30	54					
	545	West Moberly	0.30	26					
	546	Halfway River	0.30	59					
	547	Blueberry River	0.30	89					****
	548	Doig River	0.30	46					****
				589					
		Aver. Remoteness	0.30		\$71,579	\$74,995	\$428,150		
		Adjustment %	3.70						
		Additional Cost			\$2,648	\$2,775	\$15,842	\$21,265	
Okanagan	596	Osoyoos	0.18	128					
	597	Penticton	0.18	228					
	598	Lower Similkameen	0.08	83					****
	599	Upper Similkameen	0.18	20					****
	616	Okanagan	0.12	275					
				734					
		Aver. Remoteness	0.15		\$71,579	\$53,568	\$533,552		
		Adjustment %	3.25						
		Additional Cost			\$2,326	\$1,741	\$17,340	\$21,408	
BC / Yukon	497	Ross River Dena Council	0.66	156					
	502	Liard River First Nation	0.66	318					
	504	Dease River First Nation	0.60	56					
	501	Taku River Tingits	0.35	93					
	609	Tsay Keh Dene	0.08	60					

	610	Kawdacha	1.35	108					
				791					
		Aver. Remoteness	0.62		\$71,579	\$64,282	\$574,986		
		Adjustment %	4.72						
		Additional Cost			\$3,379	\$3,034	\$27,139	\$33,552	
		Total Average Remoteness	0.271				Total Additional Cost	\$568,709	

QUEBEC: Service to City Centre Adjustment + One Time Remoteness Adjustment

05-06 FNCFS									
06-07 FNCFS									
	Band No.	Bands	Remote Factor	0-18 Pop.	Fixed Amount	Amount per Band	Amount per Child	Total Additional Cost	
AGENCIES									
Conseil De La Nation Attikamek-Sipi	77	Weymontachie	0.18	595					
	78	Les Atikamekw De Manawan	0.18	936					
				1531					
		Aver. Remoteness	0.18		\$143,159	\$21,427	\$1,112,899		
		Adjustment %	3.32						
		Additional Cost			\$4,753	\$711	\$36,948	\$42,413	
Attikamewk d'Opiticiwan	79	Attikamewk d'Opiticiwan	0.48	861					*****
		Aver. Remoteness	0.48		\$143,159	\$10,714	\$625,870		
		Adjustment %	4.27						
		Additional Cost			\$6,113	\$458	\$26,725	\$33,295	
Betsiamites	85	Betsiamites	0.18	926					
		Aver. Remoteness	0.18		\$143,159	\$10,714	\$673,119		
		Adjustment %	3.32						
		Additional Cost			\$4,753	\$356	\$22,348	\$27,456	
Counseil Montagnais Essipit	86	Montagnais Essipit	0.18	31					

		Aver. Remoteness	0.18		\$0	\$10,714	\$22,534		
		Adjustment %	3.32						
		Additional Cost			\$0	\$356	\$748	\$1,104	
Gesgapegiag	52	Micmacs of Gesgapegiag	0.48	206					
		Aver. Remoteness	0.48		\$0	\$10,714	\$149,744		
		Adjustment %	4.27						
		Additional Cost			\$0	\$458	\$6,394	\$6,852	
Grand Conseil Wababaki	71	Abenakis De Wolinak	0.18	16					
	72	Odanak	0.18	61					
				77					
		Aver. Remoteness	0.18		\$0	\$21,427	\$55,972		
		Adjustment %	3.32						
		Additional Cost			\$21,427	\$711	\$1,858	\$23,997	
Nation Huronne-Wendat	50	Nation Huronne-Wendat	0.08	306					
		Aver. Remoteness	0.08		\$35,790	\$10,714	\$222,435		
		Adjustment %	3.00						
		Additional Cost			\$1,074	\$321	\$6,673	\$8,068	
Kanawake	70	Kanawake	0.08	1848					
		Aver. Remoteness	0.08		\$143,159	\$10,714	\$1,343,330		
		Adjustment %	3.00						
		Additional Cost			\$4,295	\$321	\$40,300	\$44,916	
Kitigan Zibi Amishnabeg	73	*Kitigan Zibi Amishnabeg	0.48	468					
		Aver. Remoteness	0.48		\$35,790	\$10,714	\$340,194		
		Adjustment %	4.27						
		Additional Cost			\$1,528	\$458	\$14,526	\$16,512	
Montagnais Du Lac St. Jean	76	Montagnais Du Lac St. Jean	0.18	678					
		Aver. Remoteness	0.18		\$71,579	\$10,714	\$492,845		
		Adjustment %	3.32						
		Additional Cost			\$2,376	\$356	\$16,363	\$19,095	

Regroupement Mamit Innuat	82	Mingan	0.22	215					
	84	Montagnais De La Romaine	1.18	365					
	88	Montagnais De Pakua Shipi	1.35	125					
				705					
		Aver. Remoteness	0.92		\$71,579	\$32,141	\$512,472		
		Adjustment %	5.67						
		Additional Cost			\$4,059	\$1,822	\$29,057	\$34,938	
Conseil Montagnais De Shefferville	87	Montagnais De Shefferville	1.35	265					
		Aver. Remoteness	1.35		\$35,790	\$10,714	\$192,631		
		Adjustment %	7.07						
		Additional Cost			\$2,530	\$758	\$13,619	\$16,907	
Ristigouche	51	Listuguj Mi'gmaq FN Council	0.48	729					
		Aver. Remoteness	0.48		\$71,579	\$10,714	\$529,917		
		Adjustment %	4.27						
		Additional Cost			\$3,056	\$458	\$22,628	\$26,141	
Uashat/Malotenam	80	Uashat Mak Mani-Utenam	0.12	1109					
		Aver. Remoteness	0.12		\$143,159	\$10,714	\$806,143		
		Adjustment %	3.13						
		Additional Cost			\$4,481	\$335	\$25,232	\$30,049	
Natashquan	83	Montagnais De Natashquan	0.52	401					
		Aver. Remoteness	0.52		\$35,790	\$10,714	\$291,491		
		Adjustment %	4.40						
		Additional Cost			\$1,575	\$471	\$12,826	\$14,872	
		Total Average Remoteness	0.425				Total Additional Cost	\$346,613	

APPENDIX F - MIS CAPITAL TABLES

TABLE 13 - Stanley Loo Template For Management Information Systems
(Pages 165, 169-174 of Wen'De Report 2005)

TABLE 13 - Stanley Loo Template For Management Information Systems (Pages 165, 169-174 of Wen'De Report 2005)						
	Type A					
	Option #1	Cost		Option #2	Cost	
	Software			Software		
	A1	100	(each comp)	A1	100	(each comp)
	A8	77	(each comp)	A4	314	(each comp)
	A9	100		A8	77	
	A10	200	(per location)	A9	100	
				A10	200	(per location)
	Computers					
	C1	5700		Computers		
	C4	1270	(per staff)	C1	5700	
	C5	500	(per location)	C4	1270	(per staff)
				C5	500	(per location)
	Others					
	B	7000 for agencies	with avg. remoteness	Others		
		of 0.22 or more	630 + 480 yearly	B	7000 for agencies	with avg. remote- ness
		OR			of 0.22 or more	630 + 480 yearly
	D1	4703			OR	
	D2	857	(per staff)	D1	4703	
	D3	363	(per location)	D2	857	(per staff)
	E1	80		D3	363	(per location)
	E2	400		E1	80	
	E3	30	(per staff)	E2	400	
	E4	75		E3	30	(per staff)
	F1	800		E4	75	
	F2	600		F1	800	
	F3	120	(per location)	F2	600	
	G1	374		F3	120	(per location)
	G2	1000		G1	76	
	Total	17349		G2	1000	
				Total	17365	

Type B				Type C		
Software	Cost			Software	Cost	
A1	100	(each comp)		A1	100	(each comp)
A2	190	(each comp)		A2	190	(each comp)
A3	600			A3	600	
A8	77			A8	77	(each comp)
A9	100			A9	100	
A10	200	(per location)		A10	200	(per location)
Computers				Computers		
C1	5700			C1	5700	
C2	1850			C2	1850	
C4	1270	(per staff)		C3	2430	
C5	500	(per location)		C4	1270	(per staff)
				C5	500	(per location)
Others						
B	7000 for agencies	with avg. remoteness		Others		
	of 0.22 or more OR	630 + 480 yearly		B	7000 for agencies	with avg. remoteness
D1	6229				of 0.22 or more OR	630 + 480 yearly
D2	857	(per staff)		D1	8234	
D3	363	(per location)		D2	857	(per staff)
E1	80			D3	363	(per location)
E2	400			E1	80	
E3	30	(per staff)		E2	400	
E4	75			E3	30	(per staff)
F1	800			E4	75	
F2	600			F1	800	
F3	120	(per location)		F2	600	
G1	76			F3	120	(per location)
G2	1000			G1	588	
Total	21217			G2	1000	
				Total	26164	

MANITOBA							
Type A							
Agency			Kinosao Sipi Minisowin (Norway House)			Nisichawayasihk (Nelson House)	
Staff			22			19	
Locations			1			1	
Option #1	Cost						
Software							
A1	100	(each comp)	2200			1900	
A8	77	(each comp)	1694			1463	
A9	100		100			100	
A10	200	(per location)	200			200	
Comput- ers							
C1	5700		5700			5700	
C4	1270	(per staff)	27940			24130	
C5	500	(per location)	500			500	
Others							
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly						
			7000			7000	
D1	4703		4703	(every 4-7 years)		4703	(every 4-7 years)
D2	857	(per staff)	18854	(every 4-7 years)		16283	(every 4-7 years)
D3	363	(per location)	363	(every 4-7 years)		363	(every 4-7 years)
E1	80		80			80	
E2	400		400			400	
E3	30	(per staff)	660			570	
E4	75		75			75	
F1	800		800			800	
F2	600		600	(every 3 years)		600	(every 3 years)
F3	120	(per location)	120			120	
G1	374		1707			1517	
G2	1000		1000			1000	
Total	17349		74696			67504	

	Peguis		Sagkeeng	
	16		15	
	1		1	
	1600		1500	
	1232		1155	
	100		100	
	200		200	
	5700		5700	
	20320		19050	
	500		500	
	7000		7000	
	4703	(every 4-7 years)	4703	(every 4-7 years)
	13712	(every 4-7 years)	12855	(every 4-7 years)
	363	(every 4-7 years)	363	(every 4-7 years)
	80		80	
	400		400	
	480		450	
	75		75	
	800		800	
	600	(every 3 years)	600	(every 3 years)
	120		120	
	1326		1263	
	1000		1000	
	60311		57914	

Type C Agency			Anishinaabe West			Awasis	
Staff			21			75	
Locations			5			12	
	Cost						
Software							
A1	100	(each comp)	2100			7500	
A2	190		190			190	
A3	600		600			600	
A8	77	(each comp)	1617			5775	
A9	100		100			100	
A10	200	(per location)	1000			2400	
Computers							
C1	5700		5700			5700	
C2	1850		1850			1850	
C3	2430		2430			2430	
C4	1270	(per staff)	26670			95250	
C5	500	(per location)	2500			6000	
Others							
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly						
			7000			7000	
D1	8234		8234	(every 4-7 years)		8234	(every 4-7 years)
D2	857	(per staff)	17997	(every 4-7 years)		64275	(every 4-7 years)
D3	363	(per location)	1815	(every 4-7 years)		4356	(every 4-7 years)
E1	80		80			80	
E2	400		400			400	
E3	30	(per staff)	630			2250	
E4	75		75			75	
F1	800		800			800	
F2	600		600	(every 3 years)		600	
F3	120	(per location)	600			1440	
G1	588		1958			5562	
G2	1000		1000			1000	
Total	26164		85946			223867	

Cree Nation		Dakota Ojibwa		Intertribal	
49		42		9	
7		8		3	
4900		4200		900	
190		190		190	
600		600		600	
3773		3234		693	
100		100		100	
1400		1600		600	
5700		5700		5700	
1850		1850		1850	
2430		2430		2430	
62230		53340		11430	
3500		4000		1500	
7000		630	+480 yearly	630	+480 yearly
8234	(every 4-7 years)	8234	(every 4-7 years)	8234	(every 4-7 years)
41993	(every 4-7 years)	35994	(every 4-7 years)	7713	(every 4-7 years)
2541	(every 4-7 years)	2904	(every 4-7 years)	1089	(every 4-7 years)
80		80		80	
400		400		400	
1470		1260		270	
75		75		75	
800		800		800	
600	(every 3 years)	600	(every 3 years)	600	(every 3 years)
840		960		360	
3786		3366		1146	
1000		1000		1000	
155492		133547		48390	

	South East		Weast Region		Island Lake	
	39		31		47	
	9		9		4	
	3900		3100		4700	
	190		190		190	
	600		600		600	
	3003		2387		3619	
	100		100		100	
	1800		1800		800	
	5700		5700		5700	
	1850		1850		1850	
	2430		2430		2430	
	49530		39370		59690	
	4500		4500		2000	
	7000		7000		7000	
	8234	(every 4-7 years)	8234	(every 4-7 years)	8234	(every 4-7 years)
	33423	(every 4-7 years)	26567	(every 4-7 years)	40279	(every 4-7 years)
	3267	(every 4-7 years)	3267	(every 4-7 years)	1452	(every 4-7 years)
	80		80		80	
	400		400		400	
	1170		270		1410	
	75		75		75	
	800		800		800	
	600	(every 3 years)	600	(every 3 years)	600	(every 3 years)
	1080		1080		480	
	3221		2693		3584	
	1000		1000		1000	
	133953		114093		147073	

SASKATCHEWAN

Type A							
Agency			Cheifs Tribal			Ahtahkakoop	
Staff			20			8	
Locations			1			1	
Option #1	Cost						
Software							
A1	100	(each comp)	2000			800	
A8	77	(each comp)	1540			616	
A9	100		100			100	
A10	200	(per location)	200			200	
Computers							
C1	5700		5700			5700	
C4	1270	(per staff)	25400			10160	
C5	500	(per location)	500			500	
Others							
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly						
			7000			7000	
D1	4703		4703	(every 4-7 years)		4703	(every 4-7 years)
D2	857	(per staff)	17140	(every 4-7 years)		6856	(every 4-7 years)
D3	363	(per location)	363	(every 4-7 years)		363	(every 4-7 years)
E1	80		80			80	
E2	400		400			400	
E3	30	(per staff)	600			240	
E4	75		75			75	
F1	800		800			800	
F2	600		600	(every 3 years)		600	(every 3 years)
F3	120	(per location)	120			120	
G1	374		1580			818	
G2	1000		1000			1000	
Total	17349		69901			41131	

	Lac La Ronge		Montreal Lake	
	26		12	
	1		1	
	2600		1200	
	2002		924	
	100		100	
	200		200	
	5700		5700	
	33020		15240	
	500		500	
	7000		7000	
	4703	(every 4-7 years)	4703	(every 4-7 years)
	22282	(every 4-7 years)	10284	(every 4-7 years)
	363	(every 4-7 years)	363	(every 4-7 years)
	80		80	
	400		400	
	780		360	
	75		75	
	800		800	
	600	(every 3 years)	600	(every 3 years)
	120		120	
	1961		1072	
	1000		1000	
	84286		50721	

Onion Lake		Peter Ballentyne		Kanaweyihim- itowin	
16		28		6	
1		1		1	
1600		2800		600	
1232		2156		462	
100		100		100	
200		200		200	
5700		5700		5700	
20320		35560		7620	
500		500		500	
7000		7000		7000	
4703	(every 4-7 years)	4703	(every 4-7 years)	4703	(every 4-7 years)
13712	(every 4-7 years)	23996	(every 4-7 years)	5142	(every 4-7 years)
363	(every 4-7 years)	363	(every 4-7 years)	363	(every 4-7 years)
80		80		80	
400		400		400	
480		840		180	
75		75		75	
800		800		800	
600	(every 3 years)	600	(every 3 years)	600	(every 3 years)
120		120		120	
1326		2088		691	
1000		1000		1000	
60311		89081		36336	

Type C							
Agency				Battleford		Nicapanak Centre CFS Inc.	
Staff				15		15	
Locations				5		3	
	Cost						
Software							
A1	100	(each comp)		1500		1500	
A2	190			190		190	
A3	600			600		600	
A8	77	(each comp)		1155		1155	
A9	100			100		100	
A10	200	(per location)		1000		600	
Computers							
C1	5700			5700		5700	
C2	1850			1850		1850	
C3	2430			2430		2430	
C4	1270	(per staff)		19050		19050	
C5	500	(per location)		2500		1500	
Others							
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly						
				630	+480 yearly	7000	
D1	8234			8234	(every 4-7 years)	8234	(every 4-7 years)
D2	857	(per staff)		12855	(every 4-7 years)	12855	(every 4-7 years)
D3	363	(per location)		1815	(every 4-7 years)	1089	(every 4-7 years)
E1	80			80		80	
E2	400			400		400	
E3	30	(per staff)		450		450	
E4	75			75		75	
F1	800			800		800	
F2	600			600	(every 3 years)	600	(every 3 years)
F3	120	(per location)		600		360	
G1	588			1577		1527	
G2	1000			1000		1000	
Total	26164			65191		69145	

Nehiyaw Awasis Siceca(Central)		Yorktown		Touchwood	
12		29		17	
2		13		5	
1200		2900		1700	
190		190		190	
600		600		600	
924		2233		1309	
100		100		100	
400		2600		1000	
5700		5700		5700	
1850		1850		1850	
2430		2430		2430	
15240		36830		21590	
1000		6500		2500	
630	'+480 yearly	630	'+480 yearly	7000	
8234	(every 4-7 years)	8234	(every 4-7 years)	8234	(every 4-7 years)
10284	(every 4-7 years)	24853	(every 4-7 years)	14569	(every 4-7 years)
726	(every 4-7 years)	4719	(every 4-7 years)	1815	(every 4-7 years)
80		80		80	
400		400		400	
360		870		510	
75		75		75	
800		800		800	
600	(every 3 years)	600	(every 3 years)	600	(every 3 years)
240		1560		600	
1311		2666		1704	
1000		1000		1000	
54374		108420		76356	

	Kanaweyimik			Saskatoon District Tribal Council	
	19			21	
	4			7	
	1900			2100	
	190			190	
	600			600	
	1463			1617	
	100			100	
	800			1400	
	5700			5700	
	1850			1850	
	2430			2430	
	24130			26670	
	9500				
	630	'+480 yearly		630	'+480 yearly
	8234	(every 4-7 years)		8234	(every 4-7 years)
	16283	(every 4-7 years)		17997	(every 4-7 years)
	1452	(every 4-7 years)		2541	(every 4-7 years)
	80			80	
	400			400	
	570			630	
	75			75	
	800			800	
	600	(every 3 years)		600	(every 3 years)
	480			840	
	2180			2008	
	1000			1000	
	81447			78492	

	Athabaska Denesuline			Qu'Appelle Tribal Council			Meadow Lake
	21			13			33
	3			6			9
	2100			1300			3300
	190			190			190
	600			600			600
	1617			1001			2541
	100			100			100
	600			1200			1800
	5700			5700			5700
	1850			1850			1850
	2430			2430			2430
	26670			16510			41910
	1500			3000			4500
	7000			630	+480 yearly		7000
	8234	(every 4-7 years)		8234	(every 4-7 years)		8234 (every 4-7 years)
	17997	(every 4-7 years)		11141	(every 4-7 years)		28281 (every 4-7 years)
	1089	(every 4-7 years)		2178	(every 4-7 years)		3267 (every 4-7 years)
	80			80			80
	400			400			400
	630			390			990
	75			75			75
	800			800			800
	600	(every 3 years)		600	(every 3 years)		600 (every 3 years)
	360			480			1080
	1908			1475			2820
	1000			1000			1000
	83530			61364			119548

ALBERTA						
Type A Agency						
				Kashkowew		Little Red River
Staff				31		23
Locations				1		1
Option #1	Cost					
Software						
A1	100	(each comp)		3100		2300
A8	77	(each comp)		2541		1771
A9	100			100		100
A10	200	(per location)		200		200
Computers						
C1	5700			5700		5700
C4	1270	(per staff)		41910		29210
C5	500	(per location)		500		500
Others						
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly					
				630	+480 yearly	7000
D1	4703			4703	(every 4-7 years)	4703
D2	857	(per staff)		28281	(every 4-7 years)	19711
D3	363	(per location)		363	(every 4-7 years)	363
E1	80			80		80
E2	400			400		400
E3	30	(per staff)		990		690
E4	75			75		75
F1	800			800		800
F2	600			600	(every 3 years)	600
F3	120	(per location)		120		120
G1	374			2406		1771
G2	1000			1000		1000
Total	17349			94499		77094

		Bigstone Cree		Tsuu T'ina (Sarcee)	
		16		7	
		1		1	
		1600		700	
		1232		539	
		100		100	
		200		200	
		5700		5700	
		20320		8890	
		500		500	
		7000		630	+480 yearly
(every 4-7 years)		4703	(every 4-7 years)	4703	(every 4-7 years)
(every 4-7 years)		13712	(every 4-7 years)	5999	(every 4-7 years)
(every 4-7 years)		363	(every 4-7 years)	363	(every 4-7 years)
		80		80	
		400		400	
		480		210	
		75		75	
		800		800	
(every 3 years)		600	(every 3 years)	600	(every 3 years)
		120		120	
		1326		2555	
		1000		1000	
		60311		34164	

	Saddle Lake (community 866)			Siksika (Blackfoot)	
	21			16	
	1			1	
	2100			1600	
	1617			1232	
	100			100	
	200			200	
	5700			5700	
	26670			20320	
	500			500	
	630	+480 yearly		630	+480 yearly
	4703	(every 4-7 years)		4703	(every 4-7 years)
	17997	(every 4-7 years)		13712	(every 4-7 years)
	363	(every 4-7 years)		363	(every 4-7 years)
	80			80	
	400			400	
	630			480	
	75			75	
	800			800	
	600	(every 3 years)		600	(every 3 years)
	120			120	
	1644			1326	
	1000			1000	
	65929			53941	

Type C						
Agency				Yellowhead		Lesser Slave Lake
Staff				24		10
Locations				5		1
	Cost					
Software						
A1	100	(each comp)		2400		1000
A2	190			190		190
A3	600			600		600
A8	77	(each comp)		1848		770
A9	100			100		100
A10	200	(per location)		1000		2000
Computers						
C1	5700			5700		5700
C2	1850			1850		1850
C3	2430			2430		2430
C4	1270	(per staff)		30480		12700
C5	500	(per location)		2500		500
Others						
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly					
				630	+480 yearly	7000
D1	8234			4703	(every 4-7 years)	4703
D2	857	(per staff)		20568	(every 4-7 years)	8570
D3	363	(per location)		1815	(every 4-7 years)	363
E1	80			80		80
E2	400			400		400
E3	30	(per staff)		720		300
E4	75			75		75
F1	800			800		800
F2	600			600	(every 3 years)	600
F3	120	(per location)		600		120
G1	588			2148		1159
G2	1000			1000		1000
Total	26164			83237		53010

		Western Cree	
		11	
		3	
		1100	
		190	
		600	
		847	
		100	
		600	
		5700	
		1850	
		2430	
		13970	
		1500	
		7000	
(every 4-7 years)		8234	(every 4-7 years)
(every 4-7 years)		9427	(every 4-7 years)
(every 4-7 years)		1089	(every 4-7 years)
		80	
		400	
		330	
		75	
		800	
(every 3 years)		600	(every 3 years)
		360	
		1273	
		1000	
		59555	

Tribal Council Ventures East			Tribal Council Ventures West			Kee Tas Now	
15			12			14	
2			2			3	
1500			1200			1400	
190			190			190	
600			600			600	
1155			924			1078	
100			100			100	
400			400			600	
5700			5700			5700	
1850			1850			1850	
2430			2430			2430	
19050			15240			17780	
1000			1000			1500	
630	'+480 yearly		630	'+480 yearly		7000	
8234	(every 4-7 years)		8234	(every 4-7 years)		8234	(every 4-7 years)
12855	(every 4-7 years)		10284	(every 4-7 years)		11998	(every 4-7 years)
726	(every 4-7 years)		726	(every 4-7 years)		1089	(every 4-7 years)
80			80			80	
400			400			400	
450			360			420	
75			75			75	
800			800			800	
600	(every 3 years)		600	(every 3 years)		600	(every 3 years)
240			240			360	
1502			1311			1463	
1000			1000			1000	
61567			54374			66747	

Akamkipatinow		Athabasca		North Peace	
14		9		13	
2		5		3	
1400		900		1300	
190		190		190	
600		600		600	
1078		693		1001	
100		100		100	
400		1000		600	
5700		5700		5700	
1850		1850		1850	
2430		2430		2430	
17780		11430		16510	
1000		2500		1500	
630	'+480 yearly	7000		7000	
8234	(every 4-7 years)	8234	(every 4-7 years)	8234	(every 4-7 years)
11998	(every 4-7 years)	7713	(every 4-7 years)	11141	(every 4-7 years)
726	(every 4-7 years)	1815	(every 4-7 years)	1089	(every 4-7 years)
80		80		80	
400		400		400	
420		270		390	
75		75		75	
800		800		800	
600	(every 3 years)	600	(every 3 years)	600	(every 3 years)
240		600		360	
1438		1196		1400	
1000		1000		1000	
59169		57176		64350	

ATLANTIC							
Type A							
Agency			Woodstock			Tobique	
Staff			1			5	
Locations			1			1	
Option #1	Cost						
Software							
A1	100	(each comp)	100			500	
A8	77	(each comp)	77			385	
A9	100		100			100	
A10	200	(per location)	200			200	
Computers							
C1	5700		5700			5700	
C4	1270	(per staff)	1270			6350	
C5	500	(per location)	500			500	
Others							
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly						
			630	+480 yearly		630	+480 yearly
D1	4703		4703	(every 4-7 years)		4703	(every 4-7 years)
D2	857	(per staff)	857	(every 4-7 years)		4285	(every 4-7 years)
D3	363	(per location)	363	(every 4-7 years)		363	(every 4-7 years)
E1	80		80			80	
E2	400		400			400	
E3	30	(per staff)	30			150	
E4	75		75			75	
F1	800		800			800	
F2	600		600			600	(every 3 years)
F3	120	(per location)	120			120	
G1	374		374			628	
G2	1000		1000			1000	
Total	17349		17979			27569	

St. Marys			Metepenagiag Mi'kmaq	
3			2	
1			1	
300			200	
231			154	
100			100	
200			200	
5700			5700	
3810			2540	
500			500	
630	+480 yearly		630	+480 yearly
4703	(every 4-7 years)		4703	(every 4-7 years)
2571	(every 4-7 years)		1714	(every 4-7 years)
363	(every 4-7 years)		363	(every 4-7 years)
80			80	
400			400	
90			60	
75			75	
800			800	
600	(every 3 years)		600	(every 3 years)
120			120	
501			437	
1000			1000	
22774			20376	

	Oromocto			Miawpukek			Kingsclear	
	1			3			2	
	1			1			1	
	100			300			200	
	77			231			154	
	100			100			100	
	200			200			200	
	5700			5700			5700	
	1270			3810			2540	
	500			500			500	
	630	+480 yearly		630	+480 yearly		630	+480 yearly
	4703	(every 4-7 years)		4703	(every 4-7 years)		4703	(every 4-7 years)
	857	(every 4-7 years)		2571	(every 4-7 years)		1714	(every 4-7 years)
	363	(every 4-7 years)		363	(every 4-7 years)		363	(every 4-7 years)
	80			80			80	
	400			400			400	
	30			90			60	
	75			75			75	
	800			800			800	
	600			600	(every 3 years)		600	(every 3 years)
	120			120			120	
	374			501			437	
	1000			1000			1000	
	17979			22774			20376	

Eel River Bar First Nations		Eel Ground		Burnt Church	
1		2		5	
1		1		1	
100		200		500	
77		154		385	
100		100		100	
200		200		200	
5700		5700		5700	
1270		2540		6350	
500		500		500	
630	+480 yearly	630	+480 yearly	630	+480 yearly
4703	(every 4-7 years)	4703	(every 4-7 years)	4703	(every 4-7 years)
857	(every 4-7 years)	1714	(every 4-7 years)	4285	(every 4-7 years)
363	(every 4-7 years)	363	(every 4-7 years)	363	(every 4-7 years)
80		80		80	
400		400		400	
30		60		150	
75		75		75	
800		800		800	
600		600	(every 3 years)	600	(every 3 years)
120		120		120	
374		437		628	
1000		1000		1000	
17979		20376		27569	

			Type C			
Elsipogtog			Agency			St. John River Valley
11			Staff			14
1			Locations			5
				Cost		
			Software			
1100			A1	100	(each comp)	1400
847			A2	190		190
100			A3	600		600
200			A8	77	(each comp)	1078
			A9	100		100
			A10	200	(per location)	1000
5700						
13970			Computers			
500			C1	5700		5700
			C2	1850		1850
			C3	2430		2430
			C4	1270	(per staff)	17780
630	+480 yearly		C5	500	(per location)	2500
4703	(every 4-7 years)					
9427	(every 4-7 years)		Others			
363	(every 4-7 years)		B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly		
80						630
400			D1	8234		8234
330			D2	857	(per staff)	11998
75			D3	363	(per location)	1815
800			E1	80		80
600	(every 3 years)		E2	400		400
120			E3	30	(per staff)	420
1009			E4	75		75
1000			F1	800		800
			F2	600		600
41954			F3	120	(per location)	600
			G1	588		1513
			G2	1000		1000
			Total	26164		62793

		North Shore	
		14	
		9	
		1400	
		190	
		600	
		1078	
		100	
		1800	
		5700	
		1850	
		2430	
		17780	
		4500	
'+480 yearly		630	'+480 yearly
(every 4-7 years)		8234	(every 4-7 years)
(every 4-7 years)		11998	(every 4-7 years)
(every 4-7 years)		3267	(every 4-7 years)
		80	
		400	
		420	
		75	
		800	
(every 3 years)		600	(every 3 years)
		1080	
		1613	
		1000	
		67625	

	Mi'kmaq		Four Directions			"developmental" agency was not included.
	40		2			
	13		4			
	40000		200			
	190		190			
	600		600			
	3080		154			
	100		100			
	2600		600			
	5700		5700			
	1850		1850			
	2430		2430			
	50800		2540			
	6500		1500			
	630	+480 yearly	630	+480 yearly		
	8234	(every 4-7 years)	8234	(every 4-7 years)		
	34280	(every 4-7 years)	1714	(every 4-7 years)		
	4719	(every 4-7 years)	1089	(every 4-7 years)		
	80		80			
	400		400			
	1200		60			
	75		75			
	800		800			
	600	(every 3 years)	600	(every 3 years)		
	1560		360			
	3364		701			
	1000		1000			
	170792		31607			



BRITISH COLUMBIA							
Type A							
Agency				Sechelt		Heiltsuk	
Staff				2		5	
Locations				1		1	
Option #1	Cost						
Software							
A1	100	(each comp)		200		500	
A8	77	(each comp)		154		385	
A9	100			100		100	
A10	200	(per location)		200		200	
Computers							
C1	5700			5700		5700	
C4	1270	(per staff)		2540		6350	
C5	500	(per location)		500		500	
Others							
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly			630	+480 yearly	7000	
D1	4703			4703	(every 4-7 years)	4703	(every 4-7 years)
D2	857	(per staff)		1714	(every 4-7 years)	4285	(every 4-7 years)
D3	363	(per location)		363	(every 4-7 years)	363	(every 4-7 years)
E1	80			80		80	
E2	400			400		400	
E3	30	(per staff)		60		150	
E4	75			75		75	
F1	800			800		800	
F2	600			600	(every 3 years)	600	
F3	120	(per location)		120		120	
G1	374			437		628	
G2	1000			1000		1000	
Total	17349			20376		33939	

Lalum'utul'sumun'eem			Ayes Men Men			Spallumcheen
10			10			1
1			1			1
1000			1000			100
770			770			77
100			100			100
200			200			200
5700			5700			5700
12700			12700			1270
500			500			500
630	+480 yearly		630	+480 yearly		630
4703	(every 4-7 years)		4703	(every 4-7 years)		4703
8570	(every 4-7 years)		8570	(every 4-7 years)		857
363	(every 4-7 years)		363	(every 4-7 years)		363
80			80			80
400			400			400
300			300			30
75			75			75
800			800			800
600			600			600
120			120			120
945			945			374
1000			1000			1000
39556			39556			17979

Type C							
Agency				Carrier-Sekani		Scw'Exmx	
Staff				16		5	
Locations				12		5	
	Cost						
Software							
A1	100	(each comp)		1600		500	
A2	190			190		190	
A3	600			600		600	
A8	77	(each comp)		1232		385	
A9	100			100		100	
A10	200	(per location)		400		1000	
Computers							
C1	5700			5700		5700	
C2	1850			1850		1850	
C3	2430			2430		2430	
C4	1270	(per staff)		20320		6350	
C5	500	(per location)		6000		2500	
Others							
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly			7000		630	+480 yearly
D1	8234			4703	(every 4-7 years)	8234	(every 4-7 years)
D2	857	(per staff)		13712	(every 4-7 years)	4285	(every 4-7 years)
D3	363	(per location)		4356	(every 4-7 years)	1815	(every 4-7 years)
E1	80			80		80	
E2	400			400		400	
E3	30	(per staff)		480		150	
E4	75			75		75	
F1	800			800		800	
F2	600			600		600	
F3	120	(per location)		1440		600	
G1	588			1815		942	
G2	1000			1000		1000	
Total	26164			76883		41216	

Nuu-Chah-Nulch		Nezul Betlunuyeh		Nil' To,O	
16		5		9	
14		2		6	
1600		500		900	
190		190		190	
600		600		600	
1232		385		693	
100		100		100	
2800		400		1200	
5700		5700		5700	
1850		1850		1850	
2430		2430		2430	
20320		6350		11430	
7000		1000		3000	
7000		7000		630	'+480 yearly
4703	(every 4-7 years)	8234	(every 4-7 years)	8234	(every 4-7 years)
13712	(every 4-7 years)	4285	(every 4-7 years)	7713	(every 4-7 years)
5082	(every 4-7 years)	726	(every 4-7 years)	2178	(every 4-7 years)
80		80		80	
400		400		400	
480		150		270	
75		75		75	
800		800		800	
600		600	(every 3 years)	600	(every 3 years)
1680		240		720	
1865		867		1221	
1000		1000		1000	
81299		43962		52014	

	Gitksan			Kwumut lelum			Northwest	
	14			12			14	
	6			9			9	
	1400			1200			1400	
	190			190			190	
	600			600			600	
	1078			924			1078	
	100			100			100	
	1200			1800			1800	
	5700			5700			5700	
	1850			1850			1850	
	2430			2430			2430	
	17780			15240			17780	
	3000			4500			4500	
	7000			630	+480 yearly		7000	
	8234	(every 4-7 years)		8234	(every 4-7 years)		8234	(every 4-7 years)
	11998	(every 4-7 years)		10284	(every 4-7 years)		11998	(every 4-7 years)
	2178	(every 4-7 years)		3267	(every 4-7 years)		3267	(every 4-7 years)
	80			80			80	
	400			400			400	
	420			360			420	
	75			75			75	
	800			800			800	
	600	(every 3 years)		600	(every 3 years)		600	(every 3 years)
	720			1080			1080	
	1538			1486			1613	
	1000			1000			1000	
	70371			62830			73995	

Nlhka7'Kapmx Nation		Secwepemc		Knucwentwecw	
6		10		5	
6		7		4	
600		1000		500	
190		190		190	
600		600		600	
462		770		385	
100		100		100	
1200		1400		800	
5700		5700		5700	
1850		1850		1850	
2430		2430		2430	
7620		12700		6350	
3000		3500		2000	
7000		630	'+480 yearly	630	'+480 yearly
8234	(every 4-7 years)	8234	(every 4-7 years)	8234	(every 4-7 years)
5142	(every 4-7 years)	8570	(every 4-7 years)	4285	(every 4-7 years)
2178	(every 4-7 years)	2541	(every 4-7 years)	1452	(every 4-7 years)
80		80		80	
400		400		400	
180		300		150	
75		75		75	
800		800		800	
600	(every 3 years)	600	(every 3 years)	600	(every 3 years)
720		840		480	
1030		1309		917	
1000		1000		1000	
51191		55619		40008	

	Ktunanaxa- Kinbasket Tribal Council		Xolhmlh	
	3		17	
	5		23	
	300		1700	
	190		190	
	600		600	
	231		1309	
	100		100	
	1000		4600	
	5700		5700	
	1850		1850	
	2430		2430	
	3810		21590	
	2500		11500	
	630	'+480 yearly	630	'+480 yearly
	8234	(every 4-7 years)	8234	(every 4-7 years)
	2571	(every 4-7 years)	14569	(every 4-7 years)
	1815	(every 4-7 years)	8349	(every 4-7 years)
	80		80	
	400		400	
	90		1200	
	75		75	
	800		800	
	600	(every 3 years)	600	(every 3 years)
	600		2760	
	815		2154	
	1000		1000	
	36421		92420	

QUEBEC

Type A							
Agency			Natashquan			Uashat Maliotenam	
Staff			5			13	
Locations			1			1	
Option #1	Cost						
Software							
A1	100	(each comp)	500			1300	
A8	77	(each comp)	385			1001	
A9	100		100			100	
A10	200	(per location)	200			200	
Computers							
C1	5700		5700			5700	
C4	1270	(per staff)	6350			16510	
C5	500	(per location)	500			500	
Others							
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly						
			7000			630	+480 yearly
D1	4703		4703	(every 4-7 years)		4703	(every 4-7 years)
D2	857	(per staff)	4285	(every 4-7 years)		11141	(every 4-7 years)
D3	363	(per location)	363	(every 4-7 years)		363	(every 4-7 years)
E1	80		80			80	
E2	400		400			400	
E3	30	(per staff)	150			390	
E4	75		75			75	
F1	800		800			800	
F2	600		600			600	
F3	120	(per location)	120			120	
G1	374		628			1136	
G2	1000		1000			1000	
Total	17349		33939			46749	

	Ristigouche		Shefferville	
	8		4	
	1		1	
	800		400	
	616		308	
	100		100	
	200		200	
	5700		5700	
	10160		5080	
	500		500	
	630	+480 yearly	7000	
	4703	(every 4-7 years)	4703	(every 4-7 years)
	6856	(every 4-7 years)	3428	(every 4-7 years)
	363	(every 4-7 years)	363	(every 4-7 years)
	80		80	
	400		400	
	240		120	
	75		75	
	800		800	
	600		600	(every 3 years)
	120		120	
	818		564	
	1000		1000	
	34761		31541	

Lac St Jean			Kitigan	
8			5	
1			1	
800			500	
616			385	
100			100	
200			200	
5700			5700	
10160			6350	
500			500	
630	+480 yearly		630	+480 yearly
4703	(every 4-7 years)		4703	(every 4-7 years)
6856	(every 4-7 years)		4285	(every 4-7 years)
363	(every 4-7 years)		363	(every 4-7 years)
80			80	
400			400	
240			150	
75			75	
800			800	
600			600	
120			120	
818			628	
1000			1000	
34761			27569	

	Kanawake			Huronne Wendat			Gesgapegiag	
	20			4			2	
	1			1			1	
	2000			400			200	
	1540			308			154	
	100			100			100	
	200			200			200	
	5700			5700			5700	
	25400			5080			2540	
	500			500			500	
	630	+480 yearly		630	+480 yearly		630	+480 yearly
	4703	(every 4-7 years)		4703	(every 4-7 years)		4703	(every 4-7 years)
	17140	(every 4-7 years)		3428	(every 4-7 years)		1714	(every 4-7 years)
	363	(every 4-7 years)		363	(every 4-7 years)		363	(every 4-7 years)
	80			80			80	
	400			400			400	
	600			120			60	
	75			75			75	
	800			800			800	
	600	(every 3 years)		600	(every 3 years)		600	(every 3 years)
	120			120			120	
	1580			564			437	
	1000			1000			1000	
	63531			25171			20376	

Betsiamites		Attikamewk	
11		11	
1		1	
1100		1100	
847		847	
100		100	
200		200	
5700		5700	
13970		13970	
500		500	
630	+480 yearly	7000	
4703	(every 4-7 years)	4703	(every 4-7 years)
9427	(every 4-7 years)	9427	(every 4-7 years)
363	(every 4-7 years)	363	(every 4-7 years)
80		80	
400		400	
330		330	
75		75	
800		800	
600	(every 3 years)	600	(every 3 years)
120		120	
1009		1009	
1000		1000	
41954		48324	

Type C							
Agency			Regroupement Mamit Innuat			Grand Conseil Wababaki	
Staff			9			1	
Locations			3			2	
	Cost						
Software							
A1	100	(each comp)	900			100	
A2	190		190			190	
A3	600		600			600	
A8	77	(each comp)	693			77	
A9	100		100			100	
A10	200	(per location)	600			400	
Computers							
C1	5700		5700			5700	
C2	1850		1850			1850	
C3	2430		2430			2430	
C4	1270	(per staff)	11430			1270	
C5	500	(per location)	1500			1000	
Others							
B	7000 for agencies with avg. remoteness of 0.22 or more OR 630 + 480 yearly						
			7000			630	+480 yearly
D1	8234		8234	(every 4-7 years)		8234	(every 4-7 years)
D2	857	(per staff)	7713	(every 4-7 years)		857	(every 4-7 years)
D3	363	(per location)	1089	(every 4-7 years)		726	(every 4-7 years)
E1	80		80			80	
E2	400		400			400	
E3	30	(per staff)	270			30	
E4	75		75			75	
F1	800		800			800	
F2	600		600	(every 3 years)		600	(every 3 years)
F3	120	(per location)	360			240	
G1	588		1146			613	
G2	1000		1000			1000	
Total	26164		54760			28002	

	Conseil De La Nation Attikamek-Sipi Child		
	18		
	2		"Counseil Montagnais Essipit" was not included, because they can't afford any staff members at the avg. salary of \$48,000.
	1800		
	190		
	600		
	1386		
	100		
	400		
	5700		
	1850		
	2430		
	22860		
	1000		
	630	'+480 yearly	
	8234	(every 4-7 years)	
	15426	(every 4-7 years)	
	726	(every 4-7 years)	
	80		
	400		
	540		
	75		
	800		
	600	(every 3 years)	
	240		
	1692		
	1000		
	68759		

	British Columbia Region	
	Agency	Total
1	Sechelt	20376
2	Heiltsuk	33939
3	Lalum'utul'sumun'eem	39556
4	Ayes Men Men	39556
5	Carrier-Sekani	76883
6	Spallumcheen	17979
7	Scw'Exmx	41216
8	Nuu-Chah-Nulth	81299
9	Nezul Betlunuyeh	43962
10	Nil' To,O	52014
11	Gitksen	70371
12	Kwumut lelum	62830
13	Northwest	73995
14	Nlhka7'Kapmx Nation	51191
15	Secwepemc	55619
16	Ktunanaxa-Kinbasket Tribal Council	36421
17	Xolhmllh	92420
18	Knucwentwecw	40008
		929,635

	Alberta Region	
	Agency	Total
1	Kashkowew	94499
2	Little Red River	77094
3	Bigstone Cree	60311
4	Tsuu T'ina (Sarcee)	34164
5	Stoney (Chiniki)	63531
6	Kainaiwa	87506
7	Peigan	41954
8	Saddle Lake	65929
9	Siksika (Blackfoot)	53941
10	Yellowhead	83237
11	Lesser Slave Lake	53010
12	Western Cree	59555
13	Tribal Council Ventures East	61567
14	Tribal Council Ventures West	54374
15	Kee Tas Now	66747
16	Athabasca	57176
17	North Peace	64350
18	Akamkipatinow	59169
		1,138,114

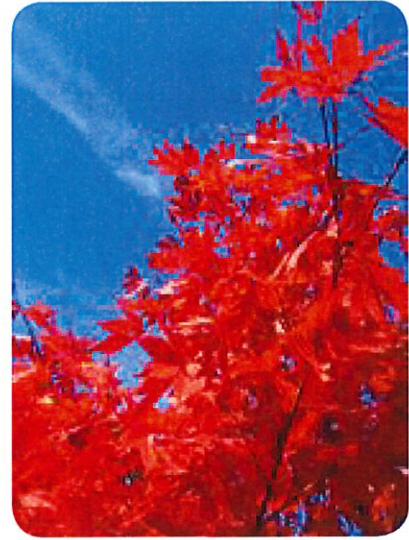
Saskatchewan Region		
	Agency	Total
1	Cheifs Tribal	69901
2	Ahtahkakoop	41131
3	Lac La Ronge	84286
4	Montreal Lake	50721
5	Onion Lake	60311
6	Peter Ballentyne	89081
7	Kanaweyihimitowin	36336
8	Battleford	65191
9	Nicapanak Centre CFS Inc.	69145
10	Nehiyaw Awasis Siceca(Central)	54374
11	Yorktown	108420
12	Touchwood	76356
13	Kanaweyimik	81447
14	Saskatchewan District Tribal	78492
15	Athabaska Denesuline	83530
16	Meadow Lake	119548
17	Qu'Appelle Tribal Council	61364
		1,229,634

Manitoba Region		
	Agency	Total
1	Kinosao Sipi Minisowin (Norway House)	74696
2	Nisichawayasihk (Nelson House)	67504
3	Peguis	60311
4	Sagkeeng	57914
5	Anishinaabe West	85946
6	Awasis	223867
7	Cree Nation	155492
8	Dakota Ojibwa	133547
9	Intertribal	48390
10	South East	133953
11	West Region	114093
12	Island Lake	147073
		1,302,786

	Quebec Region	
	Agency	Total
1	Natashquan	33,939
2	Uashat Maliotenam	46,749
3	Ristigouche	34,761
4	Shefferville	31,541
5	Lac St Jean	34,761
6	Kitigan	27,569
7	Kanawake	63,531
8	Huronne Wendat	25,171
9	Gesgapegiag	20,376
10	Betsiamites	41,954
11	Attikamewk	48,324
12	Regroupement Mamit Innuat	54,760
13	Grand Conseil Wababaki	28,002
14	Conseil De La Nation Attikamek-Sipi Child	68,759
	"Counseil Montagnais Essipit" was not included, because they can't afford any staff members at the avg. salary of \$48,000.	
		560,197

	Atlantic Region	
	Agency	Total
1	Woodstock	17,979
2	Tobique	27,569
3	St.Marys	22,774
4	Metepenagiag Mi'kmaq	20,376
5	Oromocto	17,979
6	Miawpukek	22,774
7	Kingsclear	20,376
8	Eel River Bar First Nations	17,979
9	Eel Ground	20,376
10	Burnt Church	27,569
11	Elsipogtog	41,954
12	Mi'kmaq	17,0792
13	Four Directions	31,607
	("Developmental" agency was not included)	
		460,104

Sum of all Provincial MIS Totals - \$5,620,470



STAFF AND SALARY IMPLICATIONS OF FUNDING INCREASES

					\$ Million		STAFF		SALARIES
ADJUSTMENTS TO FORMULA									
Restore Inflation Erosion					21,166,538		143		13,758,250
Fixed Amount per Agency Adjustment					12,042,092		153		9,633,674
Remoteness					4,118,417		28		2,676,971
Small Agency Adjustment					1,213,749		8		788,937
Total Adjustments					38,540,796		333		26,857,831
NEW FUNDING STREAMS									
LDM/Prevention					34,739,040		543		26,054,280
Communities Not Served by Agencies					1,000,000		14		650,000
Extraordinary Costs					2,000,000		0		0
Regional Organizations					1,500,000		0		0
MIS					4,560,235		0		0
Evaluation					930,000		0		0
National and Regional Studies					1,210,000		0		0
Capital					5,957,311		0		0
Liability Pool					3,500,000		0		0

[illegible]

Standards				2,790,000		38		1,813,500
Total New Funding Streams				58,186,586		594		28,517,780
TOTAL				96,727,382		927		55,375,611
Current Staff approx.				100,000,000		1354		
% increase						69%		
13% of Additional Salaries and Benefits for Rent etc								7,198,830
Less 13% of Adjustment salaries								3,491,518
Incremental Rent etc								3,707,311
For items with '0' against them, the assumption is zero salary content due to the nature of the expenditure or to outsourcing.								

TABLE 15**ALLOCATION OF \$10.3M CAPITAL POOL**

		Agency Size						
		Child Pop	Atlantic	Alberta	BC	Manitoba	Saskatchewan	Quebec
		335						
1		335	9		4			5
2		670	2	1	4		1	2
3		1005	1	5	5	1	4	5
4		1340		4	5	1	3	1
5		1675		2		2	3	1
6		2010		3		2	2	1
7		2345		1				
8		2680					3	
9		3015		2		1	1	
10		3350						
11		3685	1			1		
12		4020				2		
13		4355						
14		4690				1		
15		5025						
16		5360						
17		5695						
18		6030						
19		6365						
20		6700				1		

NUMBER AGENCIES	WEIGHTS	ALLOCATION PER AGENCY	TOTAL BY SIZE OF AGENCY
18	18	\$26,276	\$472,959
10	20	\$52,551	\$525,510
21	63	\$78,827	\$1,655,357
14	56	\$105,102	\$1,471,429
8	40	\$131,378	\$1,051,020
8	48	\$157,653	\$1,261,225
1	7	\$183,929	\$183,929
3	24	\$210,204	\$630,612
4	36	\$236,480	\$945,918
	0	\$262,755	\$0
2	22	\$289,031	\$578,061
2	24	\$315,306	\$630,612
	0	\$341,582	\$0
1	14	\$367,857	\$367,857
	0	\$394,133	\$0
	0	\$420,408	\$0
	0	\$446,684	\$0
	0	\$472,959	\$0
	0	\$499,235	\$0
1	20	\$525,510	\$525,510
93	392		\$10,300,000

August 5, 2005

First Nations Child and Family Caring Society of Canada
Suite 1001—75 Albert Street
Ottawa, Ontario K1P 5E7

Attention: Cindy Blackstock, Executive Director

Dear Sirs/Mesdames:

Re: Liability Exposure of Child and Family Service Agencies

Please note: the legal opinion provided in this report should not be relied upon for any other purpose than for which it was written.

You have asked us to provide you with our opinion on the liability exposure of the First Nations Child and Family Service Agencies across Canada who are members of the First Nations Child and Family Caring Society of Canada ("FNCFSA"). We understand that the purpose of seeking this opinion is to provide the FNCFSA with information that will be used to obtain estimates for the limits and coverages of the liability insurance required by the FNCFSA and the member agencies in order to carry out child and family services. The estimate for the cost of liability insurance for the child and family service agencies will form one of the elements in the FNCFSA's proposal for a new funding formula between the Department of Indian Affairs and the agencies.

You have asked us to identify the areas of exposure to liability for child and family service agencies and their employees in the delivery of services and the liability of the agencies for employee claims for wrongful dismissal and human rights complaints.

Background

The First Nations Child and Family Service Agencies deliver services on reserve to status Indian children. The agencies are funded by the federal government through a national funding formula (Directive 20/1). Although the funding for the delivery of child welfare services to status Indian children on reserve is provided by the federal government, the agencies must follow provincial child welfare statutes in the delivery of services to children. The provincial child welfare statutes also provide the basis for the delegation of child welfare services from the provincial government to the agency.

The degree to which a provincial government remains liable for the negligence of any agencies or agency employees in the delivery of child welfare services depends upon the wording of the particular child welfare legislation, in particular, the ability of the province, or a provincial official, to delegate the duty owed to children in care in the province to an agency or an employee of an agency. The extent to which a provincial government or a provincial government official will be solely liable or jointly liable with a child welfare agency for negligence in the delivery of child welfare services will vary from province to province depending on the wording of the particular statute. For the purposes of this opinion, we have not analyzed the wording of each statute to provide an opinion on the ability of each province or provincial official to delegate their legal duties to children in care to an agency and thus avoid liability for any negligence in the delivery of child welfare services.

Liability to Children in Care

The particular areas of exposure to liability that relate to the delivery of services to children in care are the following:

- liability of the agency for personal injury to children and families, arising from the participation of children in activities provided by the agency, motor vehicle accidents, or

accidents that occur on property owned or managed by the agency;

- ° direct and vicarious liability of the agency for criminal or intentional actions of its employees, for example, abuse claims.

The exposure of the agency to liability for physical personal injury sustained by children in care is relatively straightforward. The agency is liable for any injury sustained by a child, whether or not that child is in the legal care of the agency, who participates in an activity organized by and supervised by the agency or one of its employees. For example, if the agency ran a recreational or sports program and a child was injured as a result of participating in that program, the agency would be liable for any negligence on the part of its employees in the supervision of the activities. The agency would also be liable for any injuries caused by the state of the premises on which the recreational or sporting activity was conducted. If the agency is providing programs for children on the reserve, the agency owes a duty to those children to supervise them to the standard of a careful and prudent parent. The agency therefore must provide sufficient supervision for the number and age of the children, and the level of risk involved in the activity.

The agency can also be exposed to liability where children under its supervision are being transported in motor vehicles.

With respect to the extent of any damage awards for personal injury, the awards vary widely depending on the level of injury. For the most serious injuries, which include serious brain injuries or quadriplegia, damage awards can be in excess of \$5,000,000.00, which includes awards for the future income loss of the child. Where liability is shared between two or more parties, the responsibility for paying damages is also shared. However, if other responsible parties have no assets and no ability to pay, the Plaintiff is entitled to claim all of the damages from the agency on the basis of joint liability. For example, if liability for damages is equally split between an agency and an individual employee, and the employee has no assets, the Plaintiff can demand the whole amount from the agency.

The area of liability for child welfare agencies that has received the most attention in the past few years is vicarious liability of a child welfare agency for physical and sexual abuse of the children in its care and under its supervision by employees or volunteers of the agency. The most recent decision of the Supreme Court of Canada in the area of vicarious and direct liability for abuse of children is *Roman Catholic Episcopal Corporation of St. Georges v. John Doe* ([2004] 1 S.C.R. 436). The Plaintiffs were sexually assaulted by a Roman Catholic priest employed by the diocese in Newfoundland. The Supreme Court of Canada found the diocese to be directly liable to the Plaintiffs resulting from the failure of the diocese to prevent the assaults from continuing when they knew or ought to have known that the priest was abusing the Plaintiffs. The Supreme Court of Canada also found the diocese vicariously liable for the abuse to the Plaintiffs on the tests established in the previous decisions of *Bazley v. Currie* ([1999] 2 S.C.R. 534), and *Jacobi v. Griffiths* ([1999] 2 S.C.R. 570).

The imposition of direct liability on the diocese in the John Doe case was based on the knowledge imputed to the diocese of the abusive history of the priest. Where an agency is aware of abuse occurring, or should be aware if appropriate supervision was exercised, the agency will be found negligent in performing the duties it owes to the children in care. Direct liability for abuse committed by employees can also arise where the agency has not taken reasonable steps to ensure the employees hired do not pose a risk to children.

The Supreme Court confirmed the test first applied in *Bazley* for the imposition of vicarious liability on an employer for the criminal acts of its employee. The court should first determine whether there are precedents which unambiguously determine whether the facts support vicarious liability. If there is no clear precedent, vicarious liability should be imposed where

the employer and the person committing the criminal act have a sufficiently close relationship and the criminal act is sufficiently connected to the conduct authorized by the employer. In *Bazley*, vicarious liability was imposed on the non-profit Children's Foundation who were operating residential care facilities where a resident was sexually assaulted by a child care counsellor. The Supreme Court of Canada imposed vicarious liability on the grounds that the relationship between the employer and the child care counsellor was sufficiently close and the wrongful act was a manifestation of the risks inherent in the employer's enterprise, that is, providing residential care for children. In *Jacobi*, the non-profit Boys and Girls Club was found not vicariously liable for sexual assaults committed by the program director in the course of excursions relating to children's sports activities. The Supreme Court of Canada found that the connection between the enterprise of the boys and girls club and the sexual assaults had not been established given that the level of intimacy required between the employee and the children was much less than in *Bazley*.

In the *John Doe* case, the Supreme Court of Canada found a sufficiently close relationship between the diocese and the priest to satisfy the first element of the test for vicarious liability. The Supreme Court of Canada also found that the role of a parish priest was to provide special care for the catholic education of children and young people and that the priest was expected to have close involvement with children. The Supreme Court of Canada further found that the priest's wrongful acts with respect to the boys in the parish were strongly related to the psychological intimacy that was inherent in his role as a priest and encouraged by the diocese. The priest also exercised an enormous degree of power over the children, which power was conferred to the priest by the diocese.

Based on the Supreme Court of Canada case law discussed above, it is our opinion that the child welfare agencies will not be found to be vicariously liable for any acts of abuse committed by their employees in the course of providing programs and activities for children on reserves. The relationship and circumstances of an agency providing activities and programs for children on reserves is akin to the situation in *Jacobi*, where the Boys and Girls Club was held not to be vicariously liable for abuses of its employee in providing recreational services. However, there is a risk of vicarious liability for acts of abuse committed by child care counsellors, who are expected to develop a close relationship with children in their care. The relationship between a child care counsellor and a child in care is similar to the relationship between the priest and child described in *John Doe*. Where the agency encourages and requires its employees to develop close relationships with children that can be used by the employee to abuse the child, the agency may be found to be vicariously liable for the abuse.

The other area of exposure for child welfare agencies is vicarious liability for acts of abuse committed by foster parents on children placed in their care by the agency. The Supreme Court of Canada dealt with the issue of vicarious liability of governments for the abuse of children by foster parents in two cases arising out of British Columbia, *KLB v. British Columbia* ([2003] 2 S.C.R. 403), and *MB v. British Columbia* ([2003] 2 S.C.R. 477). The Supreme Court of Canada held that the relationship between the abusing foster parent and the provincial government was not sufficiently close to make the claim for vicarious liability appropriate. The Supreme Court of Canada stated that it was inherent in the nature of family-based care for children that foster parents are in important respects independent from government and that government cannot exercise sufficient control over their activities for them to be seen as acting on behalf of the government or as government agents in their daily activities with the foster children. The Supreme Court of Canada acknowledged that foster families serve an important public goal of providing children the experience of family life but that they discharge this public goal in a manner that is highly independent from government control. The decisions of the Supreme Court of Canada in *KLB v. British Columbia* and *MB v. British Columbia* do not preclude an

action against an agency for direct negligence in failing to properly screen prospective foster parents or in failing to act when the agency knows or ought to know from its supervision of the foster family relationship that the foster parent is abusing the foster children.

The claims for damages that normally accompany an allegation of sexual or physical abuse of children while in care are normally claims for emotional and psychological damage and claims for loss of future income based on the inability or reduced ability of the abused child to earn income because of the psychological and emotional damage. The quantum of these claims are variable, depending on the nature of the abuse, the expected income earning capacity of the individual in the absence of the abuse and the extent to which the individual has other unrelated problems that contribute to a reduced ability or inability to earn income. These claims are difficult for courts to quantify, particularly where the Plaintiffs are children who were already at a disadvantage based on family background. In many cases children in care have already been abused in some fashion by family members or others and therefore it is often difficult to identify the extent to which the abuse suffered in care has contributed to the child's overall loss of earning potential as an adult.

Awards for future loss of income when the Plaintiff is unable to work competitively due to the abuse can exceed \$1,000,000.00.

Liability for Wrongful Dismissal and Human Rights Violations

An agency's primary risk of exposure as an employer relates to wrongful dismissal claims by former employees.

Whether or not a written employment contract exists, the relationship of employer and employee is one of contract. If the employment contract says nothing about the rights and obligations on termination of employment, then there will be implied into the contract an obligation of the employer to give reasonable notice to the employee of the termination, unless the termination is for cause. The contractual obligation will be to give working notice and immediate termination will be a breach of the employment contract. An employer providing working notice in the appropriate length will bring the employment contract to an end and no claim for breach of contract will exist. However, in most cases, the employer will want to act more quickly in terminating employment for various reasons including cost cutting, morale and ongoing business. As a result, the employer will be breaching the employment contract by not giving working notice and will be seeking to settle the claim of the employee for damages for breach of contract by providing pay in lieu of notice.

The implied contractual reasonable notice obligation is referred to as "common law" notice and is different from the minimum termination pay provisions provided by statute. Common law notice will be in addition to the statutory minimum although payments towards the minimum will be deducted in determining whether further amounts are owing in respect of common law notice.

The length of reasonable notice required to be given in each case will be based on such factors as the age of the employee, length of service with the employer, the nature of the position and availability of alternative employment. For some employees, common law notice will not entitle them to more than a statutory minimum. For middle managers and professionals with length of service between 5 to 10 years, courts often find a reasonable notice period in the range of one month per year. The upper limit of notice is generally considered to be 24 months for a long term senior employee. Where special factors aggravating the damage claim exist, the notice period will be extended, and where appropriate, beyond this upper limit.

An employee is obligated to take steps to seek alternative employment to reduce any damages they may suffer. Any amount earned by an employee during the common law notice period will

be deducted from the damages otherwise payable.

The damages awarded to an employee will be the value of the salary and benefits that the employee would have received if they had remained employed by the employer during the period of reasonable notice. In addition to these amounts, employees are entitled to receive the amount of the employer's premium towards Canada Pension Plan and Employment Insurance benefits during the period of notice. The court will also award interest on the full amount of salary and benefits, subject to mitigation, calculated from the start of the action.

An employer may also be exposed to human rights claims by potential, current or former employees.

Employers must not discriminate against a employee or potential employee on a variety of prohibited grounds, including race, religion, marital or family status, physical or mental ability, sex, sexual orientation, age, or an unrelated criminal conviction. Claims may relate to termination or to other terms and conditions of employment. Harassment complaints are most commonly litigated as human rights claims.

The remedies allowed under the various human rights legislative schemes can be more invasive than those available at common law. For example, if discrimination is proven, in addition to lost salary, wages and expenses, an employer may be ordered to reinstate the employee to their former position and/or to pay damages for injury to dignity, feelings and self respect.

Conclusion

The primary areas of exposure to liability for a child and family service agency providing services to children and family on reserve across Canada are:

1. As an agency providing services to children generally, the agency may be liable for physical injury suffered by children under its supervision;
2. The agency has an obligation to properly investigate and supervise its employees where those employees have a close relationship with children in care to ensure that the children are not exposed to abuse;
3. The Agency may be vicariously liable for intentional acts of its employees, where those employees are placed in a relationship of intimacy with children in care which provides an opportunity for the employees to physically or sexually abuse the children;
4. The Agency as an employer is exposed to claims for wrongful dismissal and human rights violations with respect to its employees.

As discussed above, the damages that can be awarded against an agency directly or vicariously vary widely depending on the nature of the injury, the particular circumstances of the Plaintiff, and whether or not there are other parties who share liability for the damages.

If you require any further information regarding this opinion, please do not hesitate to contact the writer.

Yours truly,

ALEXANDER HOLBURN BEAUDIN & LANG LLP

Per:

Eileen E. Vanderburgh
EEV/kh

APPENDIX I - COST OF PROPOSALS TABLES

	TABLE 16		Proposals To Reform Federal Funding Formula For First Nations Child And Family Services									
									POOL	ANNUAL		
1	ADJUSTMENTS TO FORMULA											
	Restore Inflation Erosion Since 1995									\$21,166,538		
	Fixed Amount Per Agency Adjustments									\$12,042,092		
	Adjust Remoteness											
		TO CITY CENTRES								\$108,000		
		REMOTENESS PROPORTIONS								\$4,010,417		
	Small Agency Adjustments									\$1,213,749		
2	NEW FUNDING STREAMS											
	Wellness, Least Disruptive Measures And Prevention											
		OPTION 1		LEAST DISRUPTIVE MEASURES					\$26,619,904	Rising to \$47.9m in year 3, \$53.2m year 7		
				PREVENTION					\$8,119,136	Rising to \$14.6m in year 3, \$16.2m year 7		
	Communities Not Served By Agencies								\$1,000,000			
	Extraordinary Costs								\$2,000,000			
	Regional Organizations								\$1,500,000			
	Management Information Systems			Existing				\$5,620,470				
		With Additional Funding							\$3,500,000			
	Evaluation								\$930,000			
	National And Regional Studies								\$1,210,000			
	Capital			Existing				\$6,831,482				
		With Additional Funding							\$3,707,311			
	Liability Pool	For over \$1,000,000							\$7,000,000			
	Standards								\$2,790,000			
	GRAND TOTAL POOL AND ANNUAL REVENUE NEEDS								\$22,951,952	\$86,417,147		

TOTAL WITH ANNUALIZATION

	TABLE 17		Proposals To Reform Federal Funding Formula For First Nations Child And Family Services								
									ANNUAL		
1	ADJUSTMENTS TO FORMULA										
	Restore Inflation Erosion Since 1995								\$21,166,538		
	Fixed Amount Per Agency Adjustments								\$12,042,092		
	Adjust Remoteness										
		TO CITY CENTRES							\$108,000		
		REMOTENESS PROPORTIONS							\$4,010,417		
	Small Agency Adjustments								\$1,213,749		
2	NEW FUNDING STREAMS										
	Wellness, Least Disruptive Measures And Prevention										
		OPTION 1		Least Disruptive Measures				\$26,619,904	Rising to \$47.9m in year 3, \$53.2m year 7		
				Prevention				\$8,119,136	Rising to \$14.6m in year 3, \$16.2m year 7		
	Communities Not Served By Agencies							\$1,000,000			
	Extraordinary Costs							\$2,000,000			
	Regional Organizations							\$1,500,000			
	Management Information Systems							\$4,560,235			
	Evaluation							\$930,000			
	National And Regional Studies							\$1,210,000			
	Capital							\$5,687,311			
	Liability Pool	For over \$1,000,000						\$3,500,000			
	Standards							\$2,790,000			
	GRAND TOTAL ANNUAL REVENUE NEEDS							\$96,457,382			

Table 18**IMPACT OF PROPOSALS**

ALBERTA REGION 2005 - 2006 Allocations - January 2005

Agency:

AAA Child and Family Services Operations & Development Funding Formula

			05-06 FNCFS			Proposed	
			Dec. 2004				
		Number of Bands	Remote Factor	Population 0-18			
		1	0.3	1343			
		1	0.3	1343			
		Cost	05-06 FNCFS				
		Driver		Formula			
		Current Year		Funding			
	Total Fixed Amount			\$143,159	Plus Inflation	\$173,509	
					Plus Adjustment	\$165,592	
	New Remoteness City v Service			No Change			
	Small Agency Adjustment			\$0		\$0	
	Amount per Band	\$10,714		\$10,714		\$10,714	
					Plus Inflation	\$2,271	
	Amount per Child	\$727		\$976,240		\$976,240	
					Plus Inflation	\$206,963	
	Fixed Amount Based upon Average Remoteness	\$9,235		\$2,771		\$2,771	
					Plus Inflation	\$587	
	Amount per Band Based upon Average Remoteness	\$8,866		\$2,660		\$2,660	
					Plus Inflation	\$564	
	Amount per Child Based upon Average Remoteness	\$74		\$29,674		\$29,674	
					Plus Inflation	\$6,291	
	100% FORMULA FUNDING			\$1,165,217	One Time Remoteness +3.7%	\$41,814	
					LDM/Prevention 34.8% total 04-05	\$405,495	
					MIS	\$60,311	
					Evaluation	\$10,000	
					Standards	\$30,000	
					Capital/Rent	\$130,970	
							% Change
	OPERATIONS FUNDING			\$1,165,217		\$2,256,425	93.6%

Table 19**IMPACT OF PROPOSALS**

ATLANTIC REGION 2005 - 2006 Allocations - January 2005

Agency:

BBB Child and Family Services Operations & Development Funding Formula

		05-06 FNCFS			Proposed	
		Dec. 2004				
		Remote Factor	Population 0-18			
		0.8	188			
		0.8	188			
		05-06 FNCFS				
		Formula				
		Funding				
	Total Fixed Amount		0	Plus Inflation	\$0	
				Plus Adjustment	\$63,158	
	New Remoteness City v Service		0.18		\$472	
	Amount per Band		\$10,714		\$10,714	
				Plus Inflation	\$2,271	
	Amount per Child		\$136,659		\$136,659	
				Plus Inflation	\$28,972	
	Fixed Amount Based upon Average Remoteness		\$739		\$739	
				Plus Inflation	\$587	
	Amount per Band Based upon Average Remoteness		\$709		\$1,030	
				Plus Inflation	\$150	
	Amount per Child Based upon Average Remoteness		\$709		\$5,208	
				Plus Inflation	\$235	
	100% FORMULA FUNDING		\$149,928	One Time Remoteness +3.7%	\$4,893	
				LDM/Prevention 34.8% total 04-05	\$52,175	
				MIS	\$20,376	
				Evaluation	\$10,000	
				Standards	\$30,000	
				Capital/Rent	\$23,919	
						% Change
				Proposed	\$391,127	160.9%

Table 20**IMPACT OF PROPOSALS**

MANITOBA REGION 2005 - 2006 Allocations - January 2005

Agency:
XXX

		05-06 FNCFS			Proposed	
		Dec. 2004				
		Remote Factor	Population 0-18			
		1.265	3973			
		1.265	3973			
			05-06 FNCFS			
			Formula			
			Funding			
	Total Fixed Amount		\$143,158	Plus Inflation	\$143,158	
				Plus Adjustment	\$30,349	
	New Remoteness City v Service	No Change			\$165,593	
	Amount per Band		\$42,854		\$42,854	
				Plus Inflation	\$9,085	
	Amount per Child		\$2,888,013		\$2,888,013	
				Plus Inflation	\$612,259	
	Fixed Amount Based upon Average Remoteness		\$11,683		\$11,683	
				Plus Inflation	\$2,477	
	Amount per Band Based upon Average Remoteness		\$44,861		\$45,182	
				Plus Inflation	\$9,511	
	Amount per Child Based upon Average Remoteness		\$370,153		\$374,253	
				Plus Inflation	\$78,472	
	100% FORMULA FUNDING		\$3,500,722	One Time Remoteness +3.7%	\$207,497	
				LDM/Prevention 34.8% total 04-05	\$1,218,251	
				MIS	\$147,073	
				Evaluation	\$10,000	
				Standards	\$30,000	
				Capital/Rent	\$306,322	
						% Change
				Proposed	\$6,188,874	76.8%



Michelle Nahanee Design

It is now time
to acknowledge the truth
and begin to rebuild
the relationship among peoples
on the basis of honesty,
mutual respect and fair sharing.

The image of Canada
in the world and
at home demands
no less.

Royal Commission on Aboriginal Peoples, 1996