Southern First Nations Network of Care

ANNUAL REPORT



2024-2025



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The design elements in this report are inspired by teachings that guide the Southern First Nations Network of Care. The strawberry, often known as the heart berry, represents love and forgiveness—reminding us that healing in child and family services begins with compassion and reconciliation. The bee symbolizes community, reciprocity, and the shared responsibility of working together. Just as bees and berries rely on one another for growth, the Network builds on the relationships and collective commitment of the 13 First Nations agencies under its umbrella. Together, these teachings affirm that our work is grounded in Indigenous values of connection, balance, and care for future generations.



GOVERNANCE



MISSION STATEMENT: In partnership with its Child and Family Services (CFS) agencies, the Southern First Nations Network of Care makes a difference in the quality of life of all children and youth by ensuring their protection through the provision of safe homes with responsible caregivers, promoting the wellness of families and strengthening of First Nations peoples and communities. Services and resources will align with community needs; and activities will be more focused on prevention than crisis management. It will serve as a model of successful self-governance that will inspire similar levels of professionalism, compassion, and effectiveness among all CFS agencies.

VISION STATEMENT: First Nations children, families, and communities will be healthy, strong, empowered and enjoy an enhanced quality of life.





MANDATE: The Southern First Nations Network of Care receives it mandate from the First Nations in southern Manitoba and from the provincial Child and Family Services Authorities Act (CFSAA).

The Southern First Nations Network of Care, along with the other three CFS Authorities, is responsible for the establishment and management of a province-wide service delivery system. This includes ensuring that services are delivered to southern First Nations citizens throughout the province, as well as people who chose the Southern First Nations Network of Care.

MESSAGE FROM THE GRAND CHIEF



The Southern First Nations Network of Care continues to demonstrate strong leadership and dedication in advancing the wellbeing of our children, families, and Nations. Their ongoing efforts to deliver services grounded in First Nations values and guided by the principles of self-determination are vital to the collective progress of our communities.

The Southern Chiefs' Organization recognizes the importance of the Southern Network's work in strengthening family and community systems, ensuring that children remain connected to their culture, language, and identity. Together, we share a commitment to creating environments where every child is valued, protected, and supported to reach their full potential.

I commend the leadership and staff of the Southern Network for their continued dedication to transforming child and family services through an approach grounded in our values of respect, kinship, and self-determination. The path forward must always be guided by our inherent rights and our sacred responsibility to care for one another.

Together, we are building systems that Indigenous our teachings and restore balance to our communities. I look forward to a future where every child is safe, loved, and proud of who they are as Anishinaabe or Dakota people.

Miigwech,

Grand Chief Jerry Daniels
Southern Chiefs' Organization

BOARD OF DIRECTORS MESSAGE






The Southern First Nations Network of Care (Southern Network) Board of Directors' roles and responsibilities include providing strategic guidance and oversight of operations. One of the roles of the Board is to approve the mission, vision, and long-term goals, as well as to monitor the performance of the Chief Executive Officer (CEO) and management. The Board provides wisdom to Southern Network in accordance with the Seven Sacred Laws.

The Southern First Nations Network of Care Board of Directors as of March 31, 2025

Board Chair: Margaret Swan • **Vice Chair:** Josephine Hartin
Board Member: Margaret Clearsky • **Board Member:** Lorriane Pompana



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

I am pleased to present the 2024/25 annual general report for the Southern First Nations Network of Care (Southern Network). In the 2024/25 fiscal year, Southern Network had some important changes in the organization and within the Child and Family Services System.

Province of Manitoba announced Customary Caregiver Agreements: October 1, 2024

Legislation in Manitoba now provides four new types of agreements, and these agreements support this approach and guidance of working with families, communities to holistically support and care for children.The four new Agreements include: Kinship Care, Customary Care, Voluntary Care and Family Support. These agreements are designed to support families and enhance the care of children while keeping them connected to their communities and culture.

New Provincial Mandated First Nations Agencies:

Southern Network mandated two new First Nations CFS agencies: Waywayseecappo First Nation Child and Family Services Inc. and Makoose C Gamik Inc. The communities of Waywayseecappo and Long Plains First Nations entered into an agreement with the province of Manitoba to become a provincial mandated child and family agency on the interim as a step towards moving towards their own jurisdiction through *An Act respecting First Nations, Inuit, and Métis children, youth and families.*

Yellowquill University College Partnership:

First Nations Child and Family Services Worker Diploma (phase 1)

Southern Network and the Province of Manitoba began the important work of addressing the need to re-build the child and family workforce for the southern child and family services agencies. Southern Network is working closely with Yellowquill University College and the Province of Manitoba, Families Services to be deliver the First Nations Child and Family Services Worker Diploma Program in the fall of 2025.

National Standards Training

An Act respecting First Nations, Inuit, and Métis children, youth and families – Building on Strengths ... Determining our OWN Community Circle of Care. Southern Chiefs Organization (SCO) and the Southern Network collaborated with Yellowquill University College to deliver national standards training to the southern child and family services agency staff, board and leadership.

Southern Network is appreciative of the funding and support provided for these training initiatives by the Province of Manitoba and Indigenous Services Canada.

Southern Network moved their sub-office from the Empress location to 1151 Sherwin Rd. Winnipeg, Manitoba. The new space provides Southern Network with room to grow and most importantly a great training space that will respond to the needs of our member agencies and communities.

This year has been a busy year, also an exciting year mixed with growth and challenges which remind us all challenges give us the opportunity to keep learning in order to strengthen our families as we move forward with our communities towards jurisdiction through *An Act respecting First Nations, Inuit, and Métis children, youth and families.*

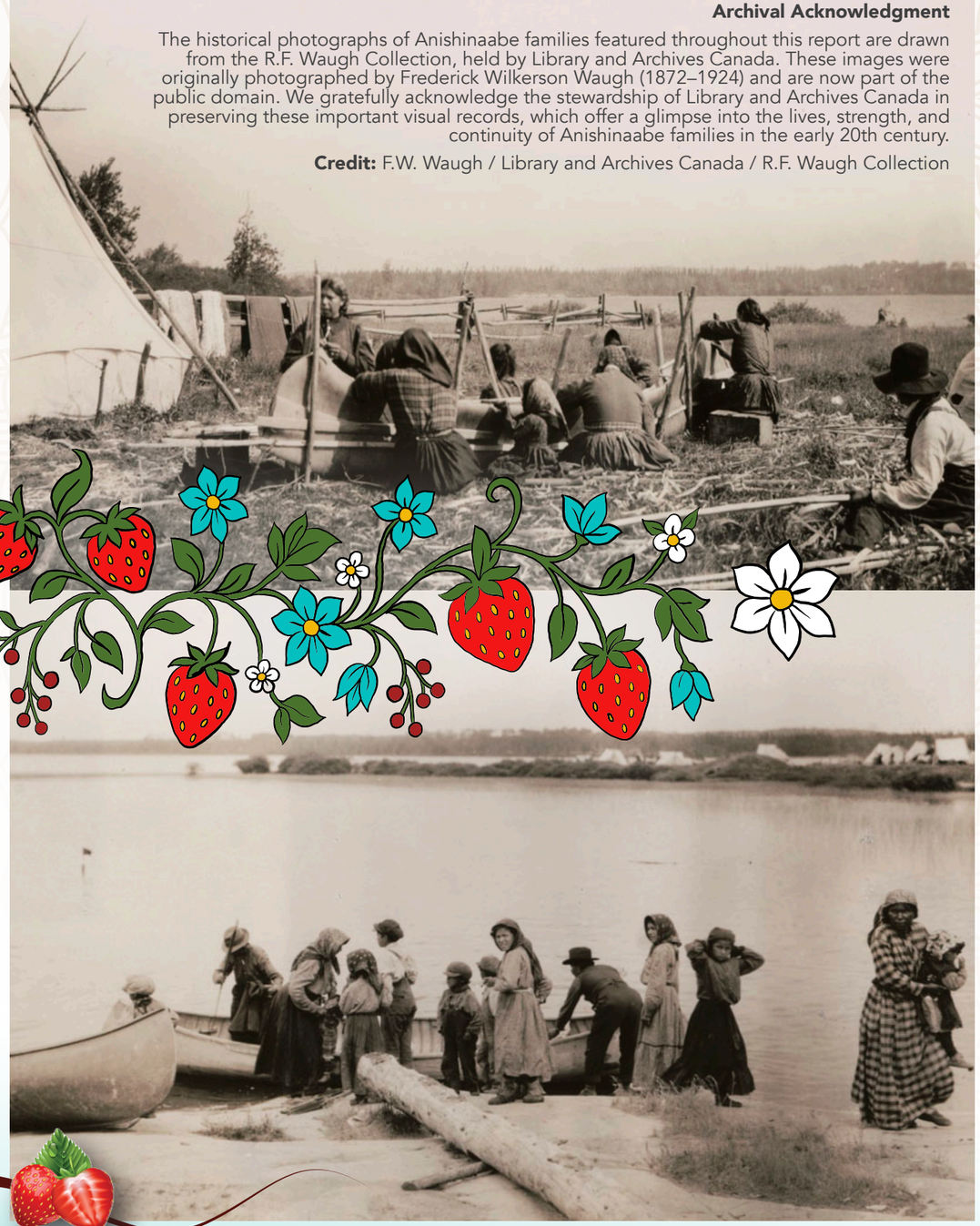
Miigwech,

Shirlene Asham, CEO
Southern First Nations Network of Care

Archival Acknowledgment

The historical photographs of Anishinaabe families featured throughout this report are drawn from the R.F. Waugh Collection, held by Library and Archives Canada. These images were originally photographed by Frederick Wilkerson Waugh (1872–1924) and are now part of the public domain. We gratefully acknowledge the stewardship of Library and Archives Canada in preserving these important visual records, which offer a glimpse into the lives, strength, and continuity of Anishinaabe families in the early 20th century.

Credit: F.W. Waugh / Library and Archives Canada / R.F. Waugh Collection



POLICY & RESEARCH TEAM

Core Functions of Policy & Research Team:

Conduct research, analyze the data collected and review to update Southern Network leadership with current issues and trends whether as determined by the Province of MB or Federal Government under *An Act respecting First Nations, Inuit, and Métis children, youth and families.*

Develop and evaluate policies, regulations and CFS related legislation coordinating stakeholder's inputs including government departments, agencies, and community organizations.

Upon management's request, provides strategic advice and subject matter expertise on varied issues whether required internally/externally.

Key Activities:

- Support Southern Network teams and agencies in policy review, evaluation, input and providing strategic direction in compliance with existing legislation.
- Provided timely report for consultations, engagements, briefing notes to leadership and the Board as occasion requires for meetings, conferences, assemblies, and so on.
- Weekly attendance of the National Children's Chiefs Commission (NCCC) meeting alongside with other subject-matter experts and active participation in the bi-weekly meetings of Manitoba's technical experts supporting the First Nations children and community needs.
- Our priority as the Policy & Research Team remains continuous value-driven engagements ensuring the development of policies or programs that support the overall well-being of Indigenous communities through the mandate of the Southern Network and communication of effective initiatives for its overall success.

The Policy & Research Team:

Stephen T. Odupe – Senior Policy Analyst
Mateja Jankov – Senior Policy Analyst
Emmanuel M. Adesanya - Research & Policy Analyst



SERVICE SUPPORT TEAM

Aniin, this year has been a busy one that has presented many challenges. However, with a strong team in place, we have gained rewarding outcomes.

I currently supervise two Intake Coordinators, a Transfers Specialist, an AYA Specialist and an administrative assistant. My role involves supporting our member agencies in diverse capacities and to also support our Southern Network membership, that have child welfare matters which require advocacy, in a time of the ever-changing sphere of Indigenous Child Welfare.

The Service Support Unit has strived and worked tirelessly to provide best practices with support services in a collaborative effort with agencies, families and community members of Southern Network of Care. The Unit works with provincial and federal government entities, and other partners to provide the best possible support for children, youth and families.

The Service Support Unit would like to acknowledge each staff member who demonstrates their willingness to work collaboratively guiding, supporting and advocating for families.

The major functions of the Service Support team include:

- Special rate approvals
- Agreements with young adult application approvals
- Agency to agency transfers
- Change of authority requests
- Intake
- Supporting newly mandated agencies with transfer processes.

On behalf of the Service Support team, I present the service support annual report for the 2024-2025 fiscal year.



Intake

Culturally appropriate Intake services are provided by Shannon Allard and Sarah Flattery, in accordance with the *Child and Family Services Act*, the *CFS Authorities Act* and regulations and standards applicable to child welfare. In this role there is a significant amount of time and work involved. Staff are mindful of response time from start to finish with each concern or complaint. Intake coverage operates on a rotational schedule throughout the year.

Intake is responsible for assessing all incoming complaints, ministerial queries, requests for intervention, resolving concerns, connecting families with resources, supports or services to enhance/preserve the family, or to assist with communication strategies between families and agencies.

In May of 2024, for the purpose of transparency, the Intake team began inputting information into a tracking system that identifies types of intakes received. Intake work includes extensive CFSIS reviews, information gathering, and working with community collaterals as required.



Intake Statistics:

Statistical Category	Count
ECF/Level V/AYA/one-time/per-diem	2,148
Other	1,819
Case Planning	446
Complaint	346
Community Concern	309
Transfers	266
Minister Inquiry	200
Information	165
IPPA	138
Child Removal	99
Child Protection Centre	92
Website Inquiry	75
Foster Parent	50
Section 49	48
VPA	27
Critical Incident Report	26
Child Abuse	17
S.12 - Notice of Sig. Measure	14
One time only	14
VSG	13
ADP	6
Notice of Hearing	6
Restricted Access	5
PPD Referral	3
Adoption	1
Section 42	1
Petition for further order	0
Repatriation	0
Section 28	0
Grand Total	**6,334**

Transfers

Transfers is an integral part of the Service Support team; its main function is to facilitate family file/ADP's, *Section 42* & *Section 49* transfer process using the Inter-Authority Permanent Ward Transfer Protocol and provide dispute resolution. The transfer protocol is to ensure children and families are being connected to their culturally appropriate agency/community dating back to the AJI-CWI and even more so today with *An Act respecting First Nations, Inuit, and Métis children, youth and families*. However, this process does not come without its challenges and barriers such as lack of funding, non-status designation, family/community disconnect, and the Authority Determination Protocol (ADP) process in its entirety. We also recognize the administration of the ADP can increase the barriers if not properly administered.

The ADP is administered when the designated intake agency determines that the family requires ongoing support and services. This tool is to help align the family/child/youth to its Culturally Appropriate Authority (CAA) however the family has the right to choose any one of the four authorities: General Authority, Southern Network (SFNNC), Northern Authority and Metis Authority. With the nations drawing down on their Family Laws, the ADP process becomes infringing therefore leaving children and families sitting in limbo.

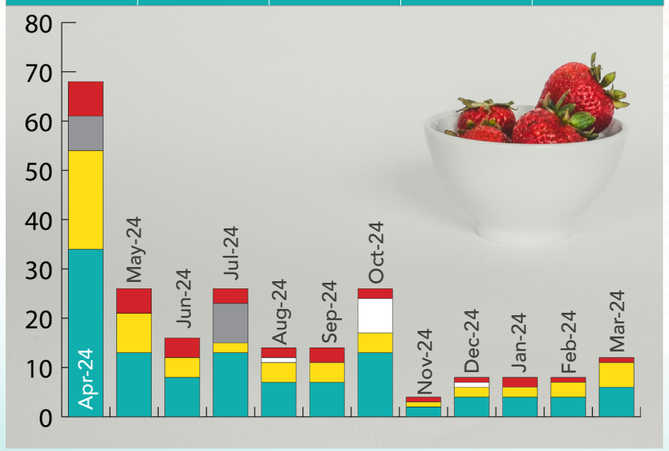
There are two types of transfers tracked by the Southern Network: *Section 42* Transfers and *Section 49* Transfers.

Section 42 of *The Child and Family Services Act* allows the court to grant an order of guardianship to the agency making the application or to another agency, with that agency's consent. This is an appropriate method of transfer when matters are before the court.

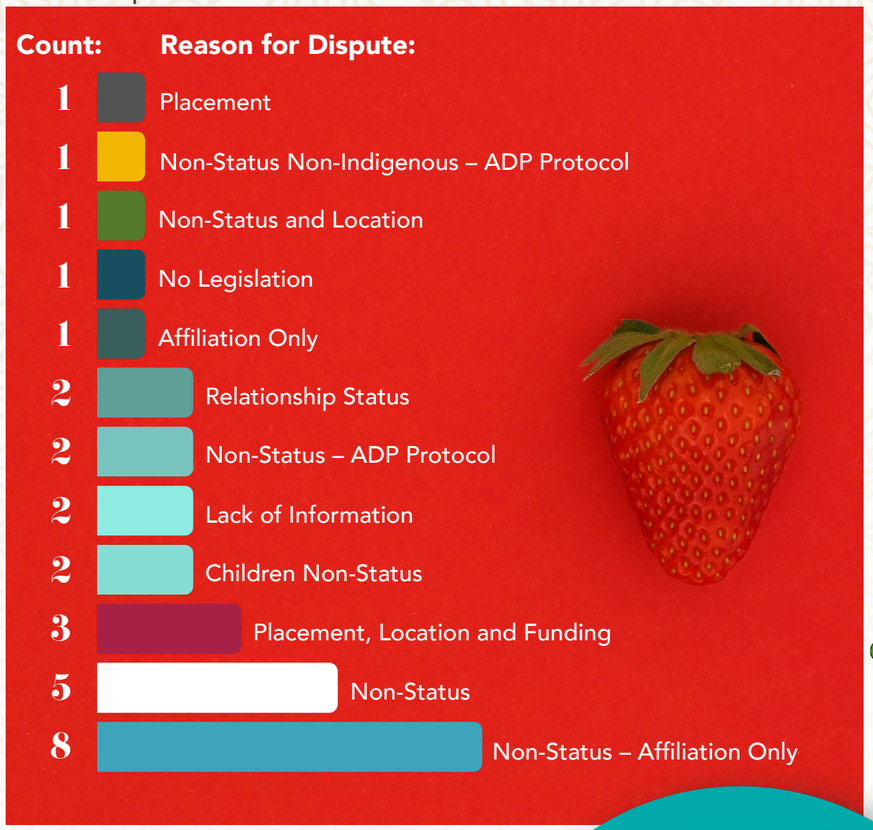
Section 49 Transfers of the Child and Family Services act allows for an administrative transfer process for an order where guardianship has been granted to an agency.

Transfer Statistics:

Month/Year	Transfers Received	Transfers Approved	Not Approved	Transfers Disputed
April-24	34	20	7	7
May-24	13	8		5
Jun-24	8	4		4
Jul-24	13	2	8	3
Aug-24	7	4	1	2
Sep-24	7	4		3
Oct-24	13	4	7	2
Nov-24	2	1		1
Dec-24	4	2	1	1
Jan-25	4	2		2
Feb-25	4	3		1
Mar-25	6	5		1
Total	**115**	**59**	**24**	**32**

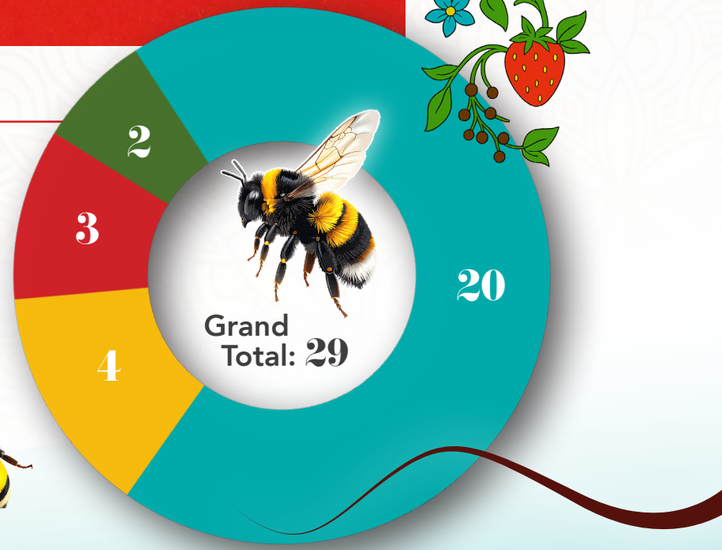


Transfer Disputes:



Outcome:

Resolved: 20
Withdrawn: 4
Escalated: 3
Ongoing: 2





Keith Cooper Scholarship

This fund acknowledges the late Keith Cooper, former educator and Chief Executive Officer of Winnipeg Child and Family Services, and his commitment to youth in care accessing post-secondary education. The scholarship committee awards $1000 based on financial need, academic achievement and demonstrated career focus and support system.

Sarah Flattery, AYA Specialist/Intake Specialist, sits on this committee.

The Keith Cooper Scholarship Committee selects 10 scholarship recipients each year, those selected are awarded $1000 each for their post-secondary related expenses.

Of the 10 recipients, there were 3 successful Youth in Care from the Southern Network who received the Keith Cooper Scholarship. **(Congratulations!!)**

Two of the candidates were from West Region Child and Family Services, and one was from Animikii Ozoson Child and Family Services. Congratulations to them all!

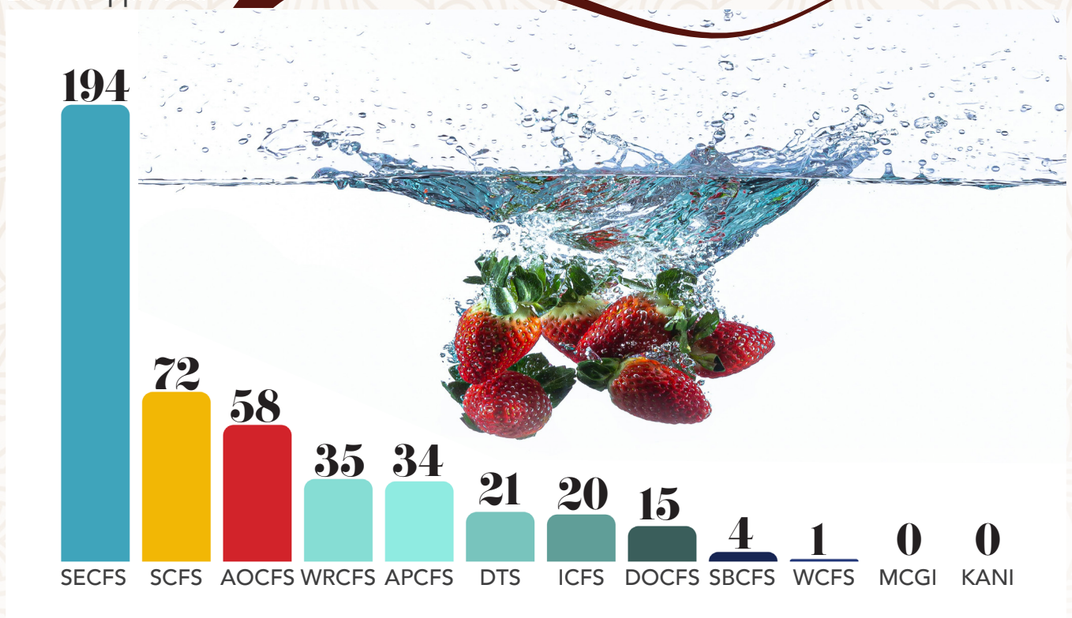
Agreement with Young Adult (AYA)

This is an agreement for support services offered to youth who are under a permanent order at the time they turn 18 years of age and require transition or other identified services. The Southern Network will continue to provide approval for the care and control of AYA up to the age of 21 years.

In July 2024, the Southern Network made changes to the AYA submission process. Previously, all member agencies were to submit AYA requests under $130 to the Network however, agencies are now able to approve requests under $150. This approval process grants agencies greater autonomy in the ability to make decisions. Agencies continue to submit all AYA requests over $150 to the Southern Network.

AYA	Count
SECFS	127
SCFS	32
DOCFS	21
AOCFS	17
APCFS	16
WRCFS	16
DTS	9
ICFS	2
MCGI	1
KANI	0
SBCFS	0
W-CFS	0
Total	**241**

Level V Approvals:







Newly Mandated Agencies:

The Service Support team collaborated with both the sending and receiving agency to ensure a successful transfer process.

The outline below is the guideline proposed to sending and receiving agencies. Of special note, each transfers meeting was opened in prayer.

Case Transfer Process:

1. Agency checklist sent to sending agency for reference (what goes into transfer package).
2. Transfer packages sent to Network from sending agency
3. Network checklist completed once received by sending agency.
   a. Packages reviewed by transfer specialist
   b. CFSIS check completed by quality assurance specialist
4. Network sends packages/agency delivers package to receiving agency.
   NOTE: Agency sends file prior to meeting (a few days prior) to allow time for review
5. Meeting dates/location/times (in person/Zoom or Teams if weather is an issue) determined/confirmed
6. Sending agency will identify which community to begin transfers with
7. Agencies/Network come together for case transfers meeting
   - Files are presented by worker/supervisor (in person/via Teams) to the transfers team
   - Questions from receiving agency for sending agency (e.g., Court documents, frequency of family visits, special rates or foster parent information)
8. After each transfers meeting
   - Next case transfers identified/ cream coloured transfer packages/ folders presented to receiving agency
   - Files reviewed by next meeting
   - Files sent/received form signed off by sending Agency, The Network, and receiving Agency.

In Attendance:

Southern First Nations Network of Care

- Service Support
- Quality Assurance
- Alternative Care
- Finance

Province - Branch (Support)
Receiving and Sending Agencies



Waywayseecappo First Nation Child and Family Services Inc.:

Gakina Animino Ayaamin Omaa Ne'Aakwong

Mandate Date: October 1, 2024
Total Meetings: 11 Meetings
Start Date: Oct. 8/2024
End Date: Dec. 12/2024

Who's at the Table:

Sending Agency: Dakota Ojibway Child and Family Services
Receiving Agency: Waywayseecappo First Nation Child and Family Services Inc.

Waywayseecappo — Total of **237** transfers:

123	27	7	10	62	8
S.49	S.28	AYA	FE	PRT	VFS

This chart reflects the total number of transfer meetings conducted in collaboration with both sending and receiving agencies

Makoose C. Gamik:

Mandate Date: December 2, 2024
Total Meetings: 11 Meetings
Start Date: December 2, 2024
End Date: February 5, 2025

Who's at the Table:

Sending Agency: Dakota Ojibway Child and Family Services
Receiving Agency: Makoose C. Gamik

Makoose C. Gamik — Total of **418** transfers:

152	95	8	11	4	31	43	39	7	28
S.49 completed	S.28 pendng	S.28	S.42	VPA	AYA	PRT	FS	FE	Abuse

This chart reflects the total number of transfer meetings conducted in collaboration with both sending and receiving agencies

Service Support Team: *Sandra Starr* – Manager
Candace Campbell – Transfer Specialist
Brittany Jonsson – Intake Specialist
Sarah Flattery – AYA/Intake Specialist
Cher Gottfredsen – Administrative Assistant

MANITOBA CHILD WELFARE MANDATE PROCESS

October 30, 2020, Manitoba Government provided a new direction for mandating a new CFS agency.

It is recommended that a notice of 6 months be provided to the Minister to allow for regulation amendment.

The Child and Family Services Act states that:

Authority may mandate agencies

- *6.1(1) An authority may, by resolution of the BOD, mandate a corporation without share capital as an agency for the purpose of providing child and family services responsible under this Act or The Adoption Act to persons for whom the authority is responsible to provide services under section 17 of The Child and Family Services Authorities Act, if the authority is satisfied that the corporation meets the standards established by the minister.*
- *6.1(3) A resolution by an authority mandating an agency must state;*
  - *(a) the proposed name of the agency; and*
  - *(b) whether the services are to be provided throughout Manitoba or, if not, the geographic region in which they are to be provided.*
- *The Child and Family Services Act* states that:
  - *Notice to minister of mandate (6-month time frame)*
  - *6.1(4) When an authority mandates an agency, the authority shall give written notice of the mandate to the minister in a form acceptable to the minister*

<u>First Nation Responsibility:</u>

- First Nation to provide notice to the Southern First Nations of Care of their intent to provide child welfare services to their community members.
- Provide a copy of Band Council Resolution declaring their intent and approval to move forward with the mandate process.

<u>All Parties Responsibility:</u>

- First Nation, Southern First Nation Network of Care, Provincial and Federal all agree to partake in the development of a child welfare mandate
- An agreement by all parties that identifies the intent, roles and responsibilities of the proposed development.
- A work plan to determine goals, objectives, and timelines.
- Southern First Nation of Care, Federal Government, Provincial Government and First Nation Representatives (all parties) to participate in an Advisory Committee
- Advisory Committee shall identify roles within the Detailed Work Plan

First Phase

- Work Plan Draft initiation inclusive of all steps within the mandate process.
- Notification to pre-existing agency providing services to First Nation members of intention of new agency mandate, Board of Directors of Agency notified.
- Capacity Development Proposal:

  Secure Federal Capacity Development funding:
  - Executive Director to develop a business plan for proposal
  - Finance clerk to develop and provide a budget for the Capacity Development phase and operational budget of proposed agency
  - Prevention Coordinator to develop prevention programming
  - Board of Directors training
  - Legal fees of mandate
  - Travel/meals/accommodations
  - Workplace communications
  - Incorporation process and costs
  - Other
- Incorporation of the proposed agency as a corporation without share capital.
- Initial discussions regarding scope of Agency confirming;
  - Name of proposed agency
  - Geographic area of mandate
  - If mandate includes designated intake services
  - Assessment of if the mandate will change joint intake and emergency services
- Recruitment of Executive Director by First Nation.
- Provincial Authority Funding review to ensure the proposed agency can be mandated within the existing Authority funding allocation.

Second Phase

- Development of an Agency/ Organizational Plan, which would include the following broad areas to be solidified as part of the agency mandate readiness to be reviewed by the Authority:
  - Governance
    - Incorporation documentation
    - Board of Directors provide bi law (One which would include a conflict-of-interest clause as well as a section on confidentiality)
    - Develop training plan for Board and CFS Committee on CFS Act, Authority Act, Confidentiality, conflict of interest and The Act respecting First Nations, Inuit and Metis children, youth and families
  - Service Delivery Model (on and off reserve)
    - Community Profile (On and Off reserve)
    - Identify resources other than CFS for on and off reserve
    - Agency profiles provide an overview
    - Agency vision statement
    - Agency Principles/Values Statements
    - Agency Mission Statement
    - Agency Organizational Structure (reporting structure)
    - Describe how agency will complete intake (this should be compatible with the communities' process of Notice section as per The Federal Act (Bill C92)
    - On Call/Afterhours describe how the agency will provide on call services
    - Case Load Data include case projections
      - Protection and Voluntary Services provide a description of each service to be provided and add the projected data for the service
      - Family Enhancement/Prevention Services provide a description of each service to be provided and add the projected data for the service
      - Services to Children in Care Services provide a description of each service to be provided and add the projected data for the service
      - Alternative Care (out of home care) Services provide a description of each service to be provided and add the projected data for the service

- Abuse Services provide a description of service
- Access to Services provide a description of service
- Human resources as per case load projections
- Finance

o Practice Standards

- Case Files/Record Management (family files; child in care files; foster home files; adoption files; program files)
- Transfer of case files identify a plan
- Transfer of guardianship of children identify a plan
- Transfer of Foster Home Licenses identify a plan

o Agency Administration

- Clerical and Administration
- Management information Systems (IT)
- Finance

o Human Resources

- Staffing Plan
- Staff Qualifications
- Personnel Management
- Competency Training
- Staff Training and Professional Development

o Communication

- Develop a plan of how information will be provided to
  - o Community
  - o Province & Federal Government representatives
  - o Southern Network
  - o First Nation Leadership political level

o Infrastructure

- Provide information about what is available and what will be required

o Implementation of the transition plan describe how you plan to implement the plan

- Execution of Detailed Work Plan encompassing Agency/ Organizational Plan details
- Federal Funding budget, proposal, discussions with ISC-funding secured.
- Provincial Funding through Authority Single Envelope finalized.
- Case Transfer Plan with pre-existing agency and Authority finalized.

Third Phase

- Readiness review by Southern Network to ensure the proposed agency can provide the required services under the CFS and Adoption Acts. Asset purchase arrangements or other legal obligations that require addressing prior to commencing service are identified.
- Southern Network will follow up on recommendations following the review. Southern Network leads will provide a written mandate review to the Southern Network CEO
- Southern Network CEO will make a recommendation to Southern Network Board of Directors
- Southern Network Board of Directors resolve that there be a separate mandated agency
- Southern Network will send a letter to the Province requesting a regulation
- Notification to the Minister of Families by Authority shall include;
  - o Band Council Resolution of declaration of the intent of creating the proposed agency copy (if applicable);
  - o Minutes from an Authority Board Meeting where the motion to grant a new mandate is approved;
  - o Documentation confirming the legal status of the proposed agency as a corporation without share capital;
  - o A copy of the mandate review including confirmation of the detailed geographic region in which the agency is to provide service and whether the agency will be providing designated intake services
- Province will issue a regulation to establish a separate mandated agency

MANDATE WORK: Southern Network has a work plan template.

Waywayseecappo Provincial Mandate

In September 2023, the Southern First Nations Network of Care (Southern Network) received notification from Waywayseecappo First Nation Chief and Council of their intent to establish their own CFS Agency. A letter of intent was received that stated that the Nation wished to exercise its right to jurisdiction under The Act Respecting First Nation, Inuit, and Metis children, youth, and families

Through discussion, the option of a provincial mandate versus the creation of their laws under the Federal Act was discussed, and Chief Clearsky decided to pursue a provincial mandate while simultaneously working towards their own family laws.

Incorporated name: Waywayseecappo Child and Family Services Inc.

Operating Name: Gakina Animino Ayaamin Omaa Ne'Aakwong

Waywayseecappo Child and Family Services Inc. provides services to their members and associated member families in Waywayseecappo First Nation. Sub offices have been identified off reserve as being in Winnipeg and Brandon, Manitoba.

Waywayseecappo Child and Family Services Inc. provides After-Hours and Emergency services on the Waywayseecappo First Nation reserve. The Child and Family Services Designated Intake and Emergency After-Hours Agency designations (Off Reserve) will not be changed.

Makoose C. Gamik Inc. Provincial Mandate

In January 2024, Long Plain First Nation began its journey to self-governance over child welfare matters by notifying the Southern Network of its intent to create an independent agency, separate from DOCFS. To align culturally relevant services and support Long Plain Nation on their path to jurisdiction Southern Network has, effective December 1, 2024, provincially mandated Makoose C Gamik Inc. (MCGI). This new agency provides services to members of their Nation and their families, both on and off reserve, with oversight from the Southern Network. MCGI is Manitoba's newest provincially mandated CFS agency under the direction of Executive Director Rhonda Francis. MCGI provides services to children and families from offices located in Keeshkeemaquah, Long Plain First Nation, Winnipeg, and Portage La Prairie.

Makoose C Gamik Inc. collaborated and worked alongside Southern Network, Dakota Ojibway Child and Family Services, and the province to ensure a seamless service delivery transition. This includes an agreed-upon staggered case transfer process, which was completed in February 2025.

Makoose C Gamik means "little bear den" in Ojibway.

The Makoose C Gamik Inc. Board of Directors includes the Chief, Council, and their appointed Elder. The Board has determined the agency's vision and mission. With their help and direction, Makoose C Gamik Inc. will continue building relationships within the community as they shape the foundation of their new agency.

ALTERNATIVE CARE TEAM

In the 2024-2025 fiscal year, the Alternative Care Team continued its work to ensure First Nations children and youth receive safe, culturally appropriate, and community-based care solutions. Despite ongoing sector challenges, we strengthened partnerships, worked effortlessly to improve placement stability, and expanded our support for our member agencies.

The Alternative Care Team is encouraging all agencies to prioritize the education and dissemination of information regarding the New Agreements. It is essential to keep everyone informed and engaged as we develop updated forms, standard information, and continuously enhance the Child and Family Services Information System (CFSIS). Together, we can ensure that these important updates are communicated and implemented effectively.

Key Achievements:

Policies were developed to streamline operations, resolve appeal disputes, and enhance social media compliance and engagement, promoting organization and clarity for applicants. Clear standards for upcoming Kinship, Customary, Family Support, and Voluntary Care agreements are vital to guiding operations, achieving goals, and improving processes. An Agreement Guide has been provided to agencies, with plans to update forms as standards evolve. A checklist, procedure, and process have been created to monitor agency engagement with new agreements.

An informative framework booklet on alternative care operations was developed for community empowerment. The SFNNC 'How to Bundle' proposal, aimed at children in care, is a comprehensive resource that includes guidelines for Residential Child Care Facilities, program proposals, and emergency resources.

Ongoing reviews of provincial regulations, standards, and policies are underway. Southern Network Alternative Care Directors agree to grassroots regulations, standards, and policies, moving away from a colonized framework. By collaborating closely, we can ensure that every individual receives the specialized support they require, enhancing agency effectiveness and service satisfaction. This includes services involving both former and current youth who have been engaged with Child and Family Services (CFS), as well as other relevant agencies and collateral, and the development of terms of reference for this committee. Complex needs to necessitate resources and funding initiatives.

Agency Alternative Care Committee (AACC)

The Agency Alternative Care Committee (AACC) is comprised of 13 coordinators from the Southern Network member agencies. The AACC aims to develop a comprehensive care system and achieve permanency for children and youth in out-of-home care. Key objectives include administering relevant legislation, enhancing resources, improving support, and developing programs to support stability, including culturally designated foster regulations, a caregiver manual, and training. The AACC is dedicated to minimizing disruptions for children entering care and reconnecting children with their cultural heritage, in line with directives from leadership organizations that advocate for Indigenous laws to govern family and child matters.

The urgent need for adequate funding and resources for complex youth cannot be overstated, as our First Nations communities are grappling with limited support systems amid a troubling shortage of housing, programs, and aftercare options.

To effectively address these challenges, we must prioritize the following financial strategies: secure additional provincial and federal funding aimed at empowering our communities to develop essential resources, such as recovery facilities and safe homes for complex youth. This will enable them to thrive in environments where they can access necessary support without being uprooted from their communities.

Alternative Care Specialist

Legislation in Manitoba introduced agreements that support kinship, customary, family, and voluntary care in Child and Family Services. These policies aim to preserve children's cultural identity, respect their heritage, foster intergenerational connections, and emphasize the community's role in raising children.

Foster Parent Reconsideration/ Appeal Process

The Southern Network review appeals related to child removal and foster home licenses, aligning with *An Act respecting First Nations, Inuit and Métis children, youth and families*, 11 appeals from member agencies were supported. Recent amendments to foster regulations aim to remove barriers to licensing more foster homes by repealing *Section 51(2)* of the *Child and Family Services Act*, allowing children to stay in their homes during appeals, and streamlining the removal process by giving final decision to the CFS Authorities. Additionally, new safety standards and community-specific flexibility in home inspections empower First Nation communities to create supportive environments, thereby enhancing the fairness and effectiveness of the foster care system.

Variances

The Southern Network review variance requests from its member agencies. Approval allows foster homes to operate with:

- more than seven dependents,
- more than two children under the age of two,
- more than three children under the age of five,
- or when acting as a mixed facility caring for both dependent adults and foster children.

In 2024-2025, the Southern First Nations Network of Care received 34 variance requests from our member agencies. Of these requests, the agencies asked for variances to allow more than four related children in foster care to be placed in a single home. No variance was approved for a foster home to have more than three children under the age of five. Seven variances were granted for homes with more than seven dependents, and 15 foster homes were approved for mixed facilities.

Outlook for Next Year:

To address the urgent need for action, we should reduce children in care through reconciliation efforts and stronger First Nations-led laws, expand youth transition programs, and improve placement options. Collaboration with community mental health, justice, RCMP, and schools is crucial for holistic support, with First Nations leadership guiding culturally relevant solutions. Effective training for care givers supporting youth with complex needs and partnerships with educational institutions offering Indigenous curricula are essential. Advocating for increased funding will help address the rising needs for mental health and trauma care, empowering caregivers to provide comprehensive support. Culturally sensitive services that truly wrap around our youth. Together, let's create a brighter future for those who depend on our care.

As we enter the new year, the Southern Network will place greater emphasis on and endorse *An Act respecting First Nations, Inuit*

and Métis child, youth and family services, particularly the Best Interests of Children, its Purpose and Principles, Placement of Children, and Provision of Child and Family Services.

We must commit ourselves to addressing the critical shortage of foster homes by implementing a streamlined and effective process for licensing residential and specialized homes that genuinely meet the diverse needs of our member communities. Crucially, this initiative should incorporate a sustainable funding model that promotes self-sufficiency rather than creating dependency. Together, we can ensure that every child has a safe and nurturing home.

We strongly advocate for the establishment of a Complex Needs Committee, specifically focused on developing individualized placements that enhance the exceptional Wrap-Around services provided by our dedicated agencies. This committee will coordinate the implementation of an Effective Placement Resources system, ensuring that we rally all available resources in a united effort to support our youth. Furthermore, we must prioritize investment in comprehensive training for caregivers and support staff, empowering them with the cultural competencies essential for delivering impactful wrap-around services. By honoring and uplifting the unique identities of the young people in our care, we lay out the groundwork for their success and well-being.

Key Statistics:

Alternative Care Statistics:

Month/Year	Child Removal	Foster Home License Appeal	Foster Home Variance	Grand Total
April	5	2	7	14
May	2	2	2	6
June	5		4	9
July	2			2
August	3		4	7
September			1	1
October	4		1	5
November	6	2	2	10
December	4		2	6
January	3	5	5	13
February	1		3	4
March	3		3	6
Total	**38**	**11**	**34**	**83**

Alternative Care Coordinator

Placement Resources for Children and Youth

Collaborative Authority Resource Team (CART)

The focus of CART, which comprises one representative from each CFS Authority, continues to work collaboratively with member agencies to locate long-term placements for children and youth.

CART activities include:

- Monitoring agency EPR usage
- Meeting bi-weekly with EPR staff
- Attending placement planning conferences

Provincial Placement Desk (PPD)

To streamline and collaborate on the placement of children and youth to provincially approved group and foster care resources which include level IV and V. Referrals are sent directly to the Southern Network CART representative. The responsibilities of the Southern Network CART representative include the following:

- Screening all incoming PPD referrals and offering suggestions for alternative placement resources if required (i.e. direct referral resources)
- Attending weekly meetings between CART and the PPD to review resource vacancies and to track referrals
- Attending quarterly PPD Panel meetings between CART, the Child and Family Services Divisions (CFSD) and community care providers (Knowles, Project Neecheewam, The Link, Marymound, etc.)
- Attending placement planning conferences as requested 2024/25, statistics from the Southern Network member agencies reported regarding the outcome of PPD referrals.

Outcome of PPD Referral:

Outcome	Count
Agency located alternative placement	68
Placed	65
Agency declined placement	10
Does not meet threshold for PPD	10
Agency stopped responding	9
Reunified with family	8
Aged out	8
Placement stabilized	7
Still waiting for placement	6
Placed in alternative group care	5
Placement declined this referral	4
PPD denied these referrals	3
Transferred to different agency	2
Grand Total	**205**

Process:

The agency sends an email containing the PRU Referral Form, current Social History, and any assessments completed in the past three years. After review and approval, the referral is forwarded to the Provincial Placement Desk. Every Tuesday morning, a meeting occurs with a PPD representative to discuss the referrals from the previous week. It is decided which placement resource—either a Treatment Foster Home or a Group Care Resource—is most suitable for each youth. System meetings are held when a youth is struggling in a PPD placement.

Emergency Placement Resource

Process:

EPR sends regular notifications about recent admissions and discharges into Emergency Placement Resources. Monthly meetings are held to address issues, trends, or needs related to high-risk youth.

Every 30 days, discharge planning meetings are held with EPR staff and Agency staff to ensure the Agency actively explores other placement options. EPR regularly sends notifications to address any child who has been in EPR for an extended period.

Key Features of (Topic):

Emails are sent to agency workers to arrange systems meetings, discharge planning meetings, and resolve any issues.

Current Status:

Urgent need for additional EPR, PPD, and foster home placements.

Issues and Concerns:

There is a shortage of EPR placements. EPR is at full capacity, which causes significant stress for workers seeking emergency placements. Many youths have been in EPR for over 30 days, and the agency staff have no available placements for them.

The shortage of foster homes is decreasing the number of available spots for PPD placements. PPD resources have long waitlists, and youth remain in their current placements for extended periods. A critical shortage of treatment options for youth with addiction issues persists. Agencies often have to create stand-alone placements for their highest-need children and youth, which is very costly.

PPD recently provided a list of children from the South who have been waiting a long time to follow up with agency staff and confirm if placement is still needed. They also sent a list of children who have been in PPD placements for an extended period to follow up and ensure the agency is exploring other options. Both EPR and PPD continue to emphasize the importance of family placements and agency foster homes.

Recommendations:

Secure additional funding to boost foster home availability. Concentrate on recruiting and retaining foster parents. Have upper management meet with the province to develop more EPR and PPD placements. Ensure PPD produces placements that align with the needs of high-risk youth. Agencies are strongly encouraged to bed share, as they are currently refusing.

Contact Information: Jessica.Thordarson@Southernnetwork.org

Acknowledgements

We extend our gratitude to our staff, caregivers, community partners, Knowledge Keepers, First Nations leadership, and funders for their ongoing support and commitment to the families, the children and youth we serve.

Alternative Care Team

Lucinda Massan, Acting Alternative Manager
Jessica Thordarson, Alternative Care Resouces Coordinator
Meagan Parisian, Alternative Care Specialist





QUALITY ASSURANCE TEAM



The Quality Assurance (QA) team works in collaboration with Southern Network staff, 13 member agencies, communities and their leadership which include Chief and Councils, to ensure quality services are being provided to the children and families of our southern First Nations.

The QA team also works collaboratively with the provincial and federal compliance bodies.

Major Functions of QA Team for 2024/2025

- Mandate Review; Waywayseecappo First Nation and Long Plain First Nation
- Transfers Working Groups are formed which includes the QA team and Service Support Team to facilitate communication between the four Authorities, Province, and member agencies as required.
- Oversight of Critical Incident and Serious Injury Reporting for our member Agencies.
  - Consultation with member agencies to determine if an Internal Agency Review (IAR) is required.
  - The purpose of an IAR is to review services provided to a child or youth as well as circumstances and events leading up to injury or death. The findings of the review are then analyzed by the agency to determine areas in need of improvement and whether further training is required for staff.
- Child and Family Services Information System (CFSIS) Data Compliance
- Data Analysis (including Child Maintenance (CM) Billings)
- Year-end Reporting

- New Database implementation (MySQL)
- Child Abuse Committees

Critical Incident Reviews & Reporting

Member agencies are required to report critical incidents if the child or youth was receiving services from the agency or if that child or its parent/guardian received services from an agency within one year before a critical incident occurred. The agency should complete a Critical Incident Report. If more than one agency was involved, both agencies may be required to report.

Critical injury reports can be sent to cir@southernnetwork.org

- All serious injuries occurring July 1, 2023, or later must be reported to the Manitoba Advocate for Children and Youth (MACY).

What is a critical incident?

A critical incident is an incident that has resulted in the death or serious injury of a child or youth.

What is a serious Injury?

A serious injury is a physical or psychological injury that will have life-long, permanent effects.

The following are Serious Injury and Critical Incident reports received by Southern Network for the period April 1, 2024, to March 31, 2025:

Serious Injury Statistics:

Injuries by Type:

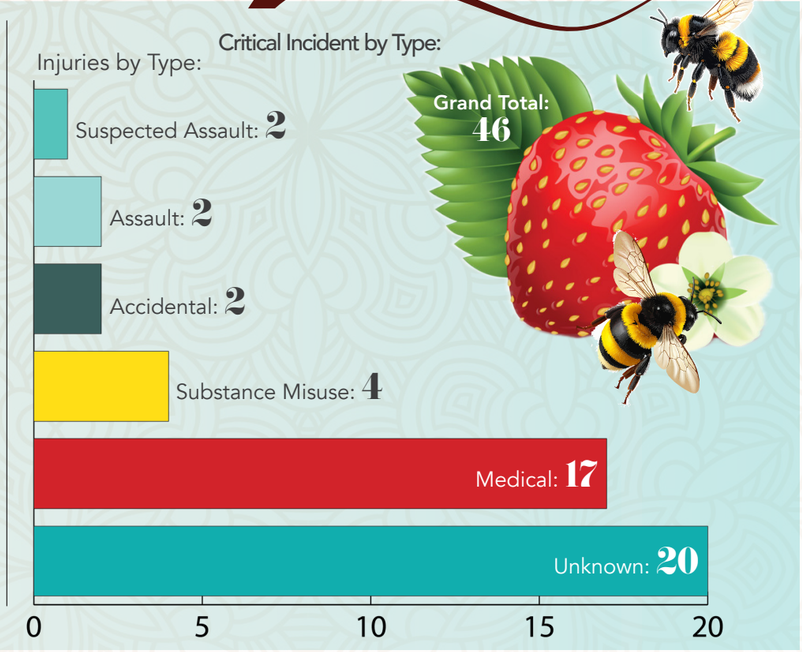
Age of Child:

Age of Child:

Age	Count
0	24
1	1
2	2
4	1
5	2
7	2
8	1
12	1
15	1
16	1
17	3
18	2
19	2
20	1
21	1
Unknown	1
Grand Total	47

Critical Incident by Type:

Injuries by Type:



Critical Incident by Age:



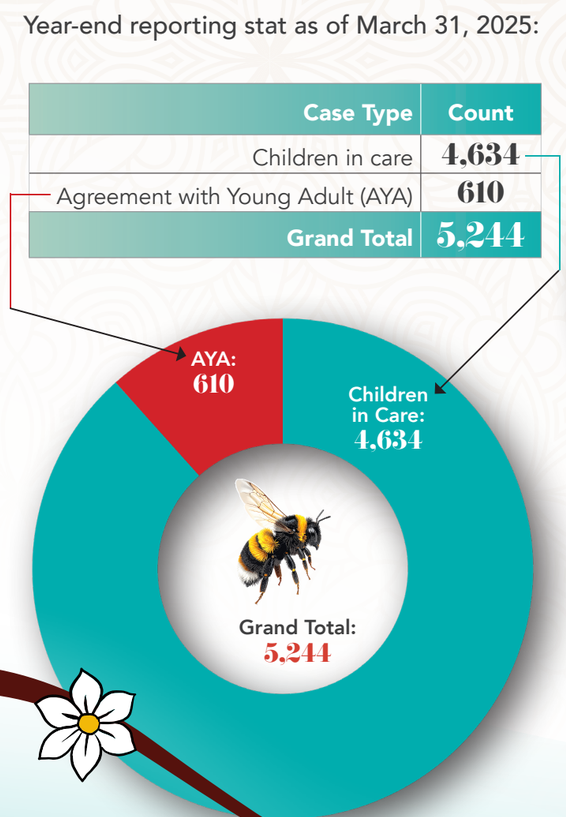
Data Reporting & Compliance

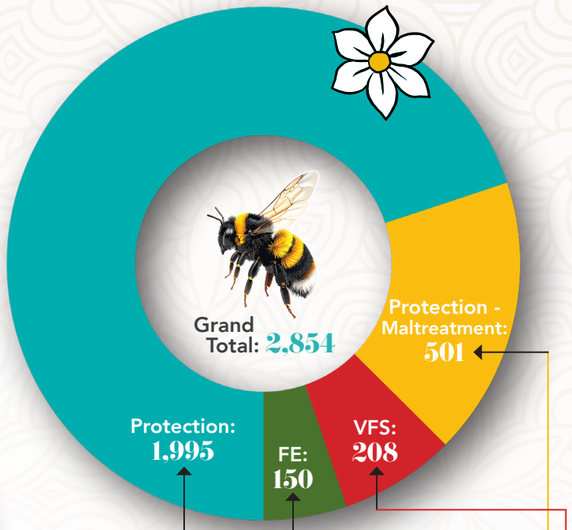
Southern Network agencies are expected to maintain recordkeeping systems and processes that ensure compliance with all relevant legislation and regulations. Southern Network's role in supporting and monitoring this work includes:

- Monitoring agency record management practices to ensure effective case management.
- Verifying compliance with confidentiality and access provisions under Section 76 of the CFSA.
- Ensure data input into the Child and Family Services Information System (CFSIS) in accordance with established minimum standards.
- Monitoring year-end reporting to confirm case numbers, legal status, placements, and demographic information are accurate and up to date.
- Ensure CM billing report aligns with CFSIS records to maintain accuracy in both billing and case information.
- Implementing a new MySQL database to centrally store CFSIS data, improving data accessibility, security, and reporting efficiency.

Year-end reporting stat as of March 31, 2025:

Case Type	Count
Children in care	4,634
Agreement with Young Adult (AYA)	610
Grand Total	**5,244**





Case Type	Count
Protection	1,995
Protection - Maltreatment	501
Voluntary Family Services (VFS)	208
Family Enhancement (FE)	150
Grand Total	**2,854**



Child Abuse Committees

The Child and Family Services Act (CFSA) require agencies to establish at least one Child Abuse Committee (CAC). The CAC composition is made up of a multi-disciplinary team of individuals including a medical practitioner, a police officer, a representative of a school division, a staff member of the agency, and a Child Abuse Coordinator.

The Child Abuse Committee has four primary functions:

- Review every case of suspected abuse referred to the committee
- Review as required, the involvement of the police, medical and hospital professionals, and others involved in the investigation and management of the case
- Provide consultation in the investigation and management of the case
- Make recommendations, where it is considered appropriate or necessary to protect the child or any other child. This includes recommending that an alleged offender be named on the Child Abuse Registry (CAR).

The provincial CAR established under section 19.1 of the Child and Family Services Act contains information on persons who have abused a child as defined in the CFSA. The director is responsible for the operation of the provincial Child Abuse Registry.

The Southern Network currently has 13 Child Abuse Committees in operation, monitors CAC members and submits to the province.

For 2024-2025 fiscal year, the Quality Assurance (QA) Team consisted of the following members:

Jade Chymy – A/QA Manager
Yogapriya Veerasamy – QA Data Specialist
Vinetta Monias – QA Vision Keeper
Shannon Allard – QA Vision Keeper
Amanda Hamelin – QA Admin.
Kim Hotomani – QA Manager (Secondment)

EDUCATION & TRAINING TEAM



Boozhoo, Aniin.

In early February 2025 I was welcomed to the Southern First Nations Network of Care (Southern Network) as the Education and Training Manager. My commitment is to advocate and assist agencies in education and training and with the direction of Southern Network's Chief Executive Officer, work toward the development of education and training initiatives to assist child and family services staff in their work with children and families.

The 13 agencies mandated by Southern Network are provided with funding to develop and implement their Education and Training plans independently based on the needs of the agency. The work at the Southern Network's level is intended to complement and support those training needs identified by the agencies.

One of the first tasks I was assigned was to oversee the partnership agreement between Southern Network, Southern Chiefs Organization (SCO) and Yellowquill University College (YQUC) in offering a 3-day workshop to further understanding of *An Act respecting First Nations, Inuit, and Métis children, youth and families*. The information presented included a historical overview of child welfare in Manitoba, the current status of the blended provincial Child Welfare Act and the National Principles of *An Act respecting First Nations, Inuit, and Métis children, youth and families*. Suggestions were shared on planning and implementing the Legislation. From September 2024 to March 2025, there were approximately 100 participants from Southern Network's mandated agencies, Southern Network staff, Southern Network Board members, and SCO staff that attended the workshops.

Another task was to collaborate with YQUC on a long-term project to address the need for ongoing education and training for Child and Family Services staff. The plan is to create a partnership which would allow for multiple education cohorts consisting of agency staff to attend The First Nations Child and Family Services Worker diploma program offered by YQUC in a work and learn format. Upon the successful completion of the 2-year program, there would be an opportunity to proceed to the Bachelor of Relational Studies 2-year program.

In the first month I had the opportunity to train our new Policy team members at Southern Network where they expressed a deepened understanding of the historical and ongoing experiences of Indigenous people, including self-awareness and the diversity of the Indigenous cultures, traditions and practices. The scope of the training included the significant impacts of colonialism, residential schools and intergenerational trauma while recognizing the importance of reconciliation and healing as emphasized by the Truth and Reconciliation Commission of Canada – Calls to Action.

The Joint Training Team: The Joint Training Team (JTT) is a permanent subcommittee of the provincial Child and Family Services Standing Committee. The JTT originated in 2007 under the name Joint Training Unit (JTU) and changed its name in 2009, the committee has continued to work together to explore and address the training needs of the child and family services (CFS) workforce in Manitoba for the last 15 years. JTT is comprised of a training representative from each of the four Child and Family Services Authorities and the Child and Family Services Branch. As Education and Training Manager, I represent Southern Network as the training representative at JTT to bring forward and advocate the training needs of the child welfare staff at the agencies.

In conclusion, I look forward to the upcoming year and working on new initiatives. I recognize the importance of engaging in and working together respectfully with partners and collaterals to assist and support Child Welfare staff in working with children, families and being part of creating healthy communities.

Miigwetch

Lorraine Desmarais
Education & Training Manager



ADMINISTRATIVE TEAM

Our focus this past year has been our recent office move to the new Winnipeg sub office at 1151 Sherwin Road with our head office remaining in Swan Lake First Nation (Headingley, MB). I would like to given a special thanks to the admin team for their hard work and dedication and to Putt's Transfer, who did an awesome job ensuring our move was successful.

Each admin provides their exemplary skills to Southern Network teams to ensure the support and backlogs are being met.

The Southern Network of Care received and processed the following communications through our reception desk:

Phones calls: **2,681**

Faxes: **146**

Letters of correspondence: **516**

Communications that go directly to Southern Network staff via cell phones and emails are not captured in the numbers above.

In the past year, there have been some staff changes to the team, please welcome:

- Amanda Hamelin, Administrative Assistant to the Quality Assurance Team.
- Allison Daniels, Executive Assistant to our CEO.
- Cher Gottfredsen, Administrative Assistant for the Service Support Team.

We are grateful for the dedication and support provided by our administrative staff, who ensure the smooth day-to-day operations of the Network:

- Tiffany Newton, Administrative Assistant, supports the Alternative Care and Education & Training units.
- Shirley Perreault, Receptionist/ Administrative Support, assists with front-line and administrative coordination.
- Karen Desjarlais, Office Manager, oversees office administration and operations for the Network. As the Office Manager, listed are other duties she covers over the fiscal year:
  - Provincial Agency Employment Management Records (CFSIS)
  - Onboarding of new employees
  - Coordination of IT services
  - Ensures efficient maintenance of offices





HUMAN RESOURCES

Major Functions of Human Resources (HR):

- Developing and supporting the HR capacity for the Southern Network
- Assisting and supporting our member agencies in the development and maintenance of their HR systems
- Working with our member agencies to build an Indigenous workforce
- Coordinating the Southern Network and agency responses to information requests under the *Freedom of Information and Protection of Privacy Act* (FIPPA), the Personal Health Information Act (PHIA), and the Public Interest Disclosure Act (Whistleblower Protection)
- Managing and coordinating corporate training and professional development services

HR was supported by the Southern Chiefs' Organization, which contributed to our efforts in delivering effective HR services.

The Southern Network has 26 employees with diverse backgrounds, expertise, and identities. Building an Indigenous workforce is an ongoing objective for the Southern Network. Fifty-seven (57) percent of employees self-declared as First Nations, reflecting our continued commitment to fostering an inclusive and representative workforce.

HR successfully recruited and onboarded 13 new employees, helping to strengthen team capacity across various departments.

Recruited the following positions:

- Alternative Care Specialist
- Education and Training Specialist
- Executive Assistant
- Intake Specialist



- Policy Analyst/Researcher
- Quality Assurance Admin Assistant
- Quality Assurance Data Specialist
- Quality Assurance Manager
- Quality Assurance Vision Keeper
- Senior Policy Analyst (2)
- Service Support Admin Assistant
- Transfers Specialist

In addition to recruitment, HR provided ongoing support to both the Network and member agencies through employee relations guidance, coaching, performance management, and assistance in understanding employment standards. These efforts were aimed at building a supportive, compliant, and high-performing workplace.

ORGANIZATIONAL CHART

Southern First Nations Network of Care

Organizational Chart March 31, 2025

SCO Chiefs in Summit

Board of Directors

Chief Executive Officer
Shirlene Asham

CEO Executive Assistant
Allison Daniels

Human Resources

HR Consultant
Samantha Ducharme

Office & Admin

Office Manager
Karen Desjarlais

Receptionist/Admin
Shirley Perreault

Service Support

Service Support Manager
Sandra Starr

Transfer Specialist
Candace Campbell

Intake Specialist
Brittany Jonsson

AYA/Intake Specialist
Sarah Flattery

Administrative Assistant
Cher Gottfredsen

Quality Assurance

Quality Assurance Manager
Kim Hotomani (Secondment)

QA Vision Keeper
Shannon Allard

QA Vision Keeper
Jade Chymy

QA Vision Keeper
Vinetta Monias

QA Data Specialist
Yogapriya Veerasamy

Administrative Assistant
Amanda Hamelin

Alternative Care

Alternative Care Manager
Lucinda Massan

Alternative Care Specialist
Meagan Parisian

Alternative Care Resource Coordinator
Jessica Thordarson

Administrative Assistant
Tiffany Newton

Policy

Senior Policy Analyst
Mateja Jankov

Senior Policy Analyst
Stephen Odupe

Researcher & Policy Analyst
Marvin Adesanya

Education & Training

Education & Training Specialist
Lorraine Desmarais

Finance

Chief Financial Officer
Zhenyu Wu

Financial Consultant Special Project - Kyle Newton

Accounting Clerk
Kitt Boken

Financial Analyst
Vacant

KEY:

Current Employees

Shared with SCO

Indirect Reporting

Reporting

FINANCE TEAM

The Finance team plays a key role in supporting the Southern First Nations Network of Care through effective financial management, timely reporting, and strong collaboration with internal and external partners. Our team collaborates closely with member agencies to provide support in financial accountability and reporting, ensuring effective and responsible financial management.

Our Team

Led by the Chief Financial Officer, the Finance Team includes:

- Zhenyu Wu, CPA, CGA – Chief Financial Officer
- Kitt Boken – Accounting Clerk
- Kyle Newton – Financial Consultant Special Projects

Goals and Objectives

In 2024–2025, the Finance Team focused on:

- Responding to federal and provincial child welfare reforms.
- Strengthening financial reporting and accountability frameworks.
- Supporting the implementation of Single Envelope Funding policies.
- Securing and managing funding to meet agency and Network responsibilities.
- Ensuring compliance and promoting fiscal transparency across the organization.

Key Activities in 2024–2025

Over the past year, the Finance Team:

- Completed the annual audit with an unqualified opinion.
- Administered multiple funding streams, including SYA, National Standards, and Kinship Care.
- Supported agencies in financial claims, reporting, and compliance.
- Updated internal tracking for deferred and restricted funds.
- Collaborated with funders on evolving financial and reporting requirements.
- Provided timely financial reporting to leadership and the Board.



The Finance Team remains committed to supporting the Southern Network's mandate through strong financial stewardship and accountability.

A full copy of financial audit report will be made available on the Southern Network website.

Zhenyu Wu, CPA, CGA
Chief Financial Officer

Independent Auditor's Report

To the Board of Directors of Southern First Nations Network of Care:

Opinion

We have audited the financial statements of Southern First Nations Network of Care (the "Organization"), which comprise the statement of financial position as at March 31, 2025, and the statements of operations and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for government not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The supplementary information presented in the attached schedules 1 to 14 are presented for the purpose of additional analysis and are not a required part of the basic financial statements. Such supplementary information has been subjected only to auditing procedures applied in the audit of the basic financial statements, taken as a whole.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Winnipeg, Manitoba

July 2, 2025

MNP LLP

Chartered Professional Accountants

MNP LLP







IN REMEMBRANCE: Indigenous Service and Strength

This Remembrance Day, we honour and remember the ancestors and relatives who stood in service — those whose courage and sacrifice continue to live in our hearts and stories. Our veterans carried the weight of two worlds: defending this land while protecting our communities, languages, and ways of life. We lift their names in gratitude, remembering their strength as part of our shared journey toward healing, reconciliation, and peace.





Southern First Nations Network of Care



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