



Animikii Ozoson
CHILD & FAMILY SERVICES

ANNUAL GENERAL REPORT

2024-2025



Artwork completed by Animikii youth, age 17

RECOGNIZING
20
YEARS
PROVIDING SERVICES TO
CHILDREN & FAMILIES

Gratitude



Grandmother Drum
Mashkode-Bizhiki Biijabatoo (Running Buffalo)

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Gratitude

Gratitude



Artwork completed by Animikii child, age 12

The world is a gift
and so are you be
Positive!

MESSAGE FROM THE PRESIDENT CHAIR OF THE BOARD OF DIRECTORS



The Board of Directors is pleased to present our 2024-2025 Animikii Ozoson Child and Family Services Agency Annual Report. This specific report represents the agency's 20th year anniversary and acknowledgement

of "Gratitude". We were mandated in October of 2005 as an unexpected by-product of the devolution of FN child and family services in Manitoba as per the Aboriginal Justice Inquiry-Child Welfare Initiative. We came about because of a significant demographic of Ontario FN children in care in Winnipeg not served by a culturally appropriate agency. Many of the Ontario FN children were immersed in the mainstream child welfare sector and were unfortunately forgotten and lost and/or did not heed the same level of FN community involvement as the Manitoba FN children did. At that time, FN advocates involved in the devolution work identified this pattern and proposed to the government at that time, to establish a stand-alone FN agency under the Southern FNCFS Authority to be solely responsible for Ontario FN children. The

position was strong enough that the provincial government supported this approach.

Over the past 20 years of operations, this agency is established as a reputable agency within the sector we work in. As a governing body we continue to guide the agency to implement cultural approaches to address the many challenges facing children, families, and communities within the context of inter-generational trauma and thereby promoting a decolonizing design of service delivery. We are working to continue maintaining integrity and transparency through solidifying by-laws, developing, and supporting operational policies and procedures that promote accountability and recognizing the new landscape of child welfare delivery, federal legislation, provincial legislation and new First Nation children's legislation. We prioritize the strength and relevance of our agency ceremonial sacred bundle by ensuring the preservation of our grandmother drum, pipe and cultural leaders that take care of these items and formally honour and share in our ceremonies.

Since my inception as the President of the Board of Directors on September 22, 2022, I've had the honour and privilege of participating in numerous Indigenous Governing Body events. These experiences have educated me on how this landscape is rapidly changing and what



**Rene
White**



**Cindy
Morrison**



**Sue
Hudson**



**Marilyn
Bennett**



**Wesley
Nelson**



**Maria
Morrison**



**Rodney
Howe**

is necessary for the governance of change for Animikii. I am so proud to have seen the strides Animikii has made over the years and the continued efforts and commitment from my fellow Board members to govern this agency during so many challenging but exciting times of evolution. I have actively participated in joint activities between the agency and our Ontario First Nations and stakeholders. I see the strength that these partnerships have evolved into, to better serve the children and families.

A bit about myself, I am from Treaty 3 Territory in Northwestern Ontario, and a member of the North West Angle #33 First Nation. I have strong connections with my community and spend a lot of time on the land hunting and fishing. I am traditional and partake in many Indigenous cultural events. I am proud that my son is following in my direction. Most of my career has been in federal corrections.

We take this opportunity to applaud the hard work and efforts delivered by our staff to ensure family safety, preservation, child protection and secure community partnerships. The Board recognizes that the operational activities over the past year would not have occurred as seamless and successful as it has under the new federal legislation if it was not for the diligence, commitment and energy of the staff and personnel to carry forward the new practices of work as a strong team. This collective engagement and commitment to excellence continues to drive the innovations that continue to make Animikii an exceptional and caring agency within a successful inter-provincial model.

This past year we welcomed 3 new Board members Cindy Morrison, Rodney Howe (tail end of March 2024), and Rene White. All three hail from the Treaty #3 Territory in Ontario.



We know that the knowledge, expertise and contributions of these 3 fine individuals will further strengthen our governance circle.

This past year has been witnessed to a successful outcome on the Children's Special Allowance claim whereby children with Animikii between the years of 2005 to 2019 will be eligible to settlement monies under this claim. We thank all who was part of the claim work to ensure children were properly compensated because of government wrongdoing during that period. Claim payments have begun.

This year, our board continues to Indigenize board bylaws and enhance codes of conduct and setting the stage for the agency to become even more culturally proficient. Our members uphold portfolio positions that promote culture & community; policy & finance; reconciliation; wisdom & learning and HR/Union work.

In closing the Board would like to thank the Executive Director, management, all staff, kinship and foster parents, and our Ontario First Nations, sister agencies and stakeholders for their continued commitment to working with our agency and families. We acknowledge all staff/board members current and from the past that contributed to the growth and success of Animikii in supporting our children and families. We are proud of the agency's accomplishments, dedication, and direction. It attests to excellence in service delivery and implementation of on-going agency operations in its responses to protecting children, preserving families, connecting children with their communities, building and maintaining partnerships with our Ontario First Nations and preserving the workforce to carry out these activities.

**Board President Wesley Nelson
and the Board of Directors
2024–2025**

GRATITUDE

RECOGNIZING
20
YEARS
PROVIDING SERVICES TO
CHILDREN & FAMILIES

MESSAGE FROM THE EXECUTIVE DIRECTOR TRUDY LAVALLEE



On behalf of the agency, the Board of Directors, and our staff, I am pleased to present the 2024–2025 Annual Report. I acknowledge the Indigenous lands we are on and the peoples and communities notably from the Ontario Treaties, 3, 9, 5 and Robinson Superior of which most of our families and stakeholders represent. I

give recognition to the agency's sacred items and our agency Elder Clarence White.

The theme for our Annual Report this year is “Gratitude” as we commemorate our 20th year Anniversary as a mandated child and family services agency in Manitoba. We’ve come a long way “baby”. The main thrust of our service delivery entails working closely with our Ontario First Nations notably through both the Band Representative and the First Nation’s child welfare programs. Our work largely focusses on establishing good working partnerships, conducting joint case management and compliance with the First Nation’s sovereign

rights, law, jurisdiction, and the federal legislation, “An Act respecting First Nations, Inuit and Métis children, Youth and Families” (FNIMCYF). It’s essential to ensure our Ontario First Nations are wholly involved in the planning of preventative services for their Band members to ensure children don’t come into care and/or good supports are in place to help strengthen families so their children are reunited and have familial and cultural connections. Notable successes have seen the agency and the child’s First Nation community come together with combined resources and efforts to ensure support is in place to help strengthen children and families. This practice has resulted in good outcomes for children, youth and their families. We are near completion of a Relationship Agreement with Asubpeeschoseewagong Netum Anishinabek (Grassy Narrows FN). The agreement is intended to outline IGB/ AOCFS reciprocal responsibility when providing support and to the FN community members in Winnipeg. Another exciting and trailblazing work that is currently being undertaken is the establishment of an interprovincial Coordination Agreement between Wabaseemoong FN, the province of Manitoba and federal government. Wabaseemoong FN in Ontario already have their own laws and operationalize their law as the presiding law (under recognition of the federal law). The FN is exercising their right to bring their law into another province and to have their law recognized as the prevailing law, albeit in a different province. We look forward to working with the community in this major legislative change.

As of March 31, 2025, AOCFS provided services to families and children belonging to 57 FN communities in Ontario, overall, 97 First Nations across Canada. This number can fluctuate at any time. In the past fiscal year, Animikii has seen approximately a 3% increase of children in

care (9% over the last 5 years) (does not include AYA) ; mainly due to child in care transfers sent to Animikii throughout the year from other Authorities because of IGB work under the FNIMCYF, in addition to the transfers of children from the Metis Authority who have not met the criteria of Metis as per the Manitoba Metis Federation requirement and the transfers of Indigenous children who do not qualify for Indian status as per Indigenous Services criteria of status Indian 6.1 6.2 resulting in second generation cutoff stance. I cannot emphasize the requirement that the province must ensure the children's provincial maintenance dollars follow the children that are transferred.

The landscape of Indigenous child welfare is rapidly changing at both the provincial and federal levels in response to IGB's providing notice of intent to exercise their legislative authority and inherent right to oversee the care of their children and families impacted through the child welfare system. Animikii has maintained an immediate response to these changes and continues to ensure agency practices are reflective of those government

policies and regulations and foremost the First Nation laws and/or customary practices that are steering the course of these landscape changes but at the same time ensuring children and families are safe and stable.

In 2023, the Manitoba government recognized the application of the federal Act and the national standards and adjusted the provision of child and family services that mandated CFS agencies provide to Indigenous children and families that are provincially funded. Amendments to the provincial CFS Act came in 2 parts, first in 2023 which integrate the national service delivery principles and standards into provincial legislations such as the "open-ended" duration of Temporary Orders. Subsequently, other amendments were introduced in October 2024 under the new agreements of Kinship, Customary and Voluntary Care. The agency received funding to administer the new agreements. For the past year, Animikii has been able to successfully harness 20 kinship places of safety and 25 kinship foster homes. Please note, however, Animikii has been pursuing Kinship placements well before the new agreements came into effect. Animikii took current legislation and provincial standards in place under the new agreements and further enhanced internal processes and policies to address child safety and well-being.

As per the last 3 fiscal years, the agency still experiences challenges with the provincial Single Envelope Funding (SEF) model. The SEF fails to provide for exceptional circumstances, address the increase of high needs and high risk children/youth in care; and the extraneous costs of 3rd party providers and group 2 resources. The blocked funding



SEF has and continues to contribute to the agency's growing deficit; notwithstanding the slow transfer of funds for the case transfers. The momentum of transfers Animikii faces outpaces the transfers of appropriate case management funds. Another contributing factor to our deficit is the federal-induced withholding of Jordan Principle funds. Jordan Principle had provided funding support for exceptional expenditures for children in care; ie. Medical, educational and specialized recreational. This funding is no longer available. This shift has placed further financial pressure on the Agency and continues to add to the deficit. Previous Jordan Principle funds hovered around \$100k. The agency continues to address these financial concerns with the Southern First Nation Network of Care and the provincial Child & Family Services Division.

In 2018, Animikii was one of the lead plaintiffs, that signed a declaratory submission to the Court of Queen's Bench in a claim against the Province of Manitoba for its illegal application of the clawback of the Children's Special Allowance (CSA) of off-reserve Indigenous

children in care. This Provincial clawback of the CSA had been in place from 2006 to 2019. In 2020 Animikii entered into a Joint Retainer Agreement along with 18 other FNCFS agencies/ organizations with Cochrane/Sinclair (formerly Saxberg/Johnston/Johnson/Scarcello LLP) to represent the parties to conduct legal research on the legality of Manitoba's Bill 34 regarding CSA clawback and to commence legal action to challenge the Bill. In March 2024, 3 class action lawsuits were settled in Manitoba Court of King's Bench whereby in September 2024 the Court of King's bench approved a \$530M settlement to children in care impacted by the clawback including administrative costs. The court found that Manitoba was discriminatory towards children in applying this clawback. The 3 class Actions are: (the Flette Action representing First Nation children in care; the Lavallee Action representing non-Indigenous children in care and the Lafontaine Class Action representing Metis children under the Metis Authority). This clawback will also include all children in care of Animikii, whether Indigenous or not. This is a winning decision for children in Manitoba!



We will be entering into new Collective Agreement preparation and union negotiations the fall of 2025 to renew our 3-year Collective Agreement between Animikii and Manitoba Government and General Employees' Union Local 443. Our current agreement is set to expire November 30, 2025.

We thank and are grateful for our main stakeholders, the Southern First Nation Network of Care, the Southern Chiefs Organization, Grand Council Treaty 3, KO Chiefs, NAN, our Ontario First Nations communities, Band Representatives and agencies in Ontario and Manitoba, our third party service providers, our law firm Cochrane/Sinclair, Children's Aid Foundation of Canada, the Family Advocate Office of the Assembly of Manitoba Chiefs, Provincial Department of Families, Manitoba Advocate Children and Youth, Winnipeg Police Department and Justice, Dr. Helaina Gaspard with the Institute of Fiscal Studies and Democracy and all other stakeholders we work with to ensure our children and families are supported.

I wish to thank my Board of Directors for their support and guidance to me through their vision and direction. I thank ALL my hard-working, diligent, talented, and committed staff at the agency. Without their innate keen desire and unwavering energy to ensure the needs of our children are met in conjunction that our families and communities are part of decisions, we couldn't achieve the high standard that we do! We bid farewell to our former HR Manager, Stephanie Fenner and thank her for all her work. We welcome Kristy Scott to the post.

Most of all I would like to tribute this year's Annual Report to the children and families we are honored to serve and to recognize the sacrifices our children and families have endured as they travel together to make a good life.

Meegwetch.

Trudy L. Lavallee
Executive Director



Gratitude



IN HONOUR OF DR. MARLYN BENNETT, PH.D

Board member and past Board President since Inception of Agency

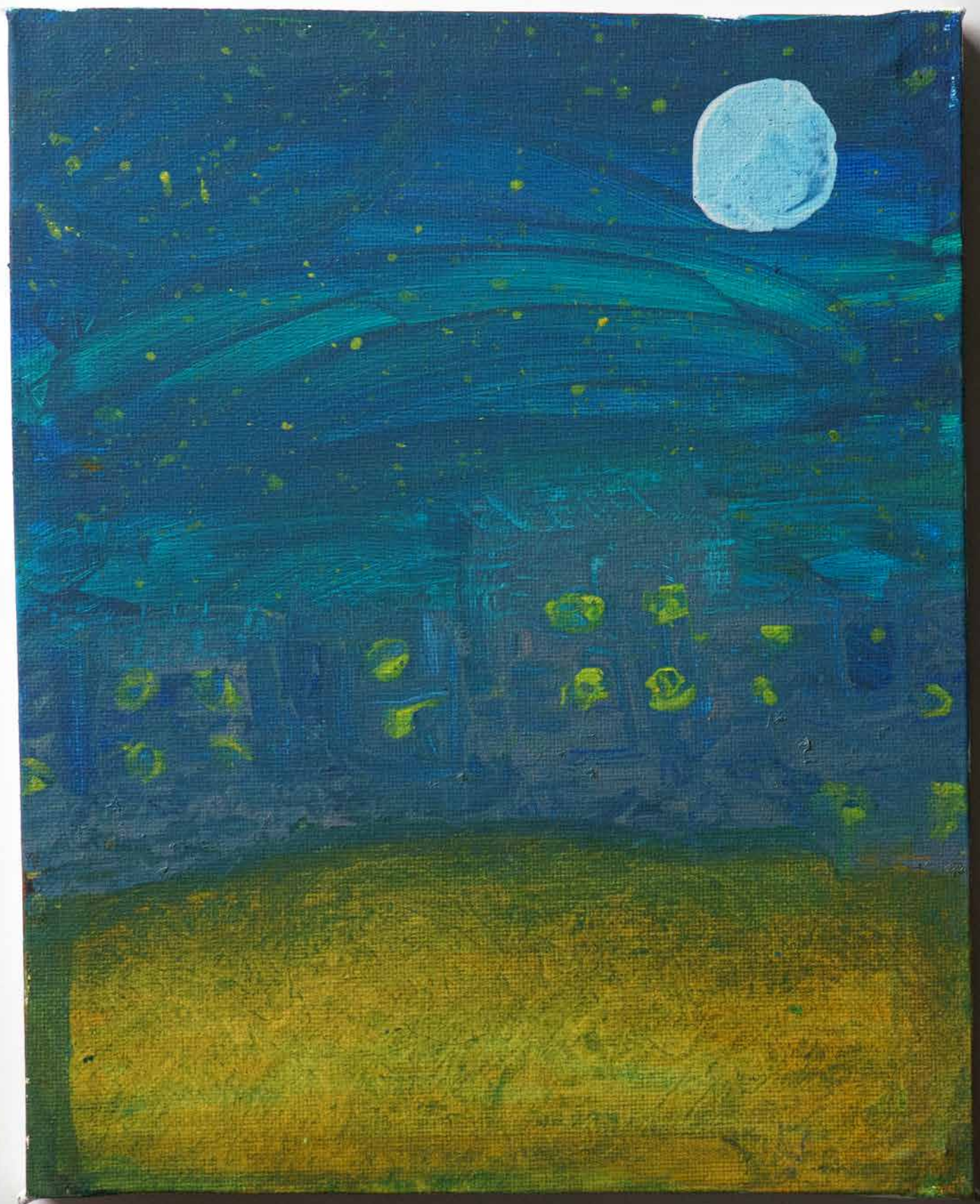


The Board of Directors takes this opportunity to acknowledge and honour our esteemed colleague and friend Dr. Marlyn Bennett marking her longevity and commitment to Animikii. Dr. Bennett has been with the agency since its conception.

Most of the agency's 20 years in existence, Marlyn has been the Chair/President of the agency up until 3 years ago when she handed "over the reign" to Wesley Nelson. We are so proud and honoured to have Dr. Bennett in a leadership/governance role with the agency. Marlyn has been a senior research and academic professional with over 30 years of experience working within Indigenous communities, as well as non-Indigenous organizations and governments. Her extensive vitae have utilized qualitative research methodologies with an interdisciplinary focus on the experience of Indigenous women and youth with the child welfare system. Dr. Bennett is worldwide recognized for her research and published writings on the socio-economic challenges our Indigenous peoples' face and proven research that has shown positive outcomes for Indigenous women, youth and children to overcome these challenges. Dr. Bennett achieved her Ph.D in 2016 within the disciplines of Social Work, Community Health Sciences & Native Studies at the University of Manitoba. She is a university professor and has taught at many universities and currently teaches at the University of

Calgary. She contributed to the development of self-government for Indigenous child welfare systems within the province of Manitoba as part of the Assembly of Manitoba Chiefs' *Framework Agreement Initiative*. This work transitioned into the *Memorandum of Understanding* between the Indigenous and Metis political bodies within Manitoba to implement child welfare recommendations from the *Report of the Aboriginal Justice Inquiry* (1991). Marlyn has exhaustively helped build and form this agency from the bottom up. Her leadership has been invaluable and altruistic. She performs many Board functions behind the scenes and without merit. Marlyn was instrumental in researching child welfare issues impacting Indigenous populations. For 13 years, she worked with the First Nation Child and Family Caring Society of Canada. Among another of many accomplishments, it is noteworthy to mention that she has and continues to be involved in a couple of longitudinal studies on child abuse and maltreatment, such as *The First Nations Incidence Study: A National Study of First Nations Child Welfare Investigations*. Dr. Bennett was the *First Peoples Child & Family Review* online Journal's founding creator and Editor in Chief. Dr. Bennett is a member of the Sandy Bay First Nation and is a 60's scoop survivor. She is a proud mother of Raven and partner in life with Mike Elliott. We must take this opportunity to celebrate Dr. Marlyn Bennett's achievements and accomplishments in her career and her selfless commitment to advocating and putting the voices of Indigenous children, youth, women and families at a high level whelm which teaches governments, societies and our communities on the lives of our people. Meegwetch Dr. Bennett for all you've done for Animikii and Indigenous peoples.





Artwork completed by Animikii child, age 10

EXECUTIVE ASSISTANT & CULTURAL ENGAGEMENT ACTIVITIES



As Executive Assistant at AOCFS, I support both the operational and cultural life of our agency. My role includes coordinating major events, fostering staff engagement, and promoting Indigenous cultural practices across our programs.

I organize our annual Christmas party for families, which welcomed over 600 guests last year. Santa delivered gifts to every child, making it a joyful and memorable celebration. I also plan our seasonal solstice and equinox ceremonies, which include staff meetings, drumming, Elder-led teachings, potlucks, and the gifting of medicine boxes to new staff. The medicine box contains the four sacred medicines – sage, sweetgrass, cedar, and tobacco – along with a written explanation of their uses and significance.

Each year, I coordinate a cultural camp for foster parents and their children. While the foster parents participate in teachings on Indigenous medicines and traditions, the children are engaged in fun activities led by our staff. This year's camp included crafts

and a splash park outing, with plans to add an Indigenous puppet show next year. I also lead our annual children's picnic in July, featuring crafts, bouncy castles, snow cones, tipi making, a mini powwow, dancers, and a candy scramble, which is always a favorite among the children.

AOCFS proudly participates in Spirit Bear Day, honoring Jordan's Principle and the legacy of Jordan River Anderson. This year marked the 20th anniversary of Spirit Bear, and we joined Sagkeeng CFS, Kinosao Sipi Minisowin, and the First Nations Child & Family Caring Society in a collaborative event to commemorate Spirit Bear Witness Day. These events are deeply meaningful and reflect our commitment to advocacy and awareness.

To recognize the dedication of our staff, I organize Social Work Week each year. This includes Spirit Week, where we treat staff to snacks, games, and fun activities that foster team spirit and appreciation. Our goal is to bring joy to the workplace and acknowledge the hard work of our team.

Throughout the year, I coordinate staff participation in seasonal and cultural events such as Halloween, Christmas, Easter, Ribbon Skirt Day, and Orange Shirt Day — all aimed at building community, celebrating culture, and bringing joy to our workplace.

Theresa Bayer





GRATITUDE



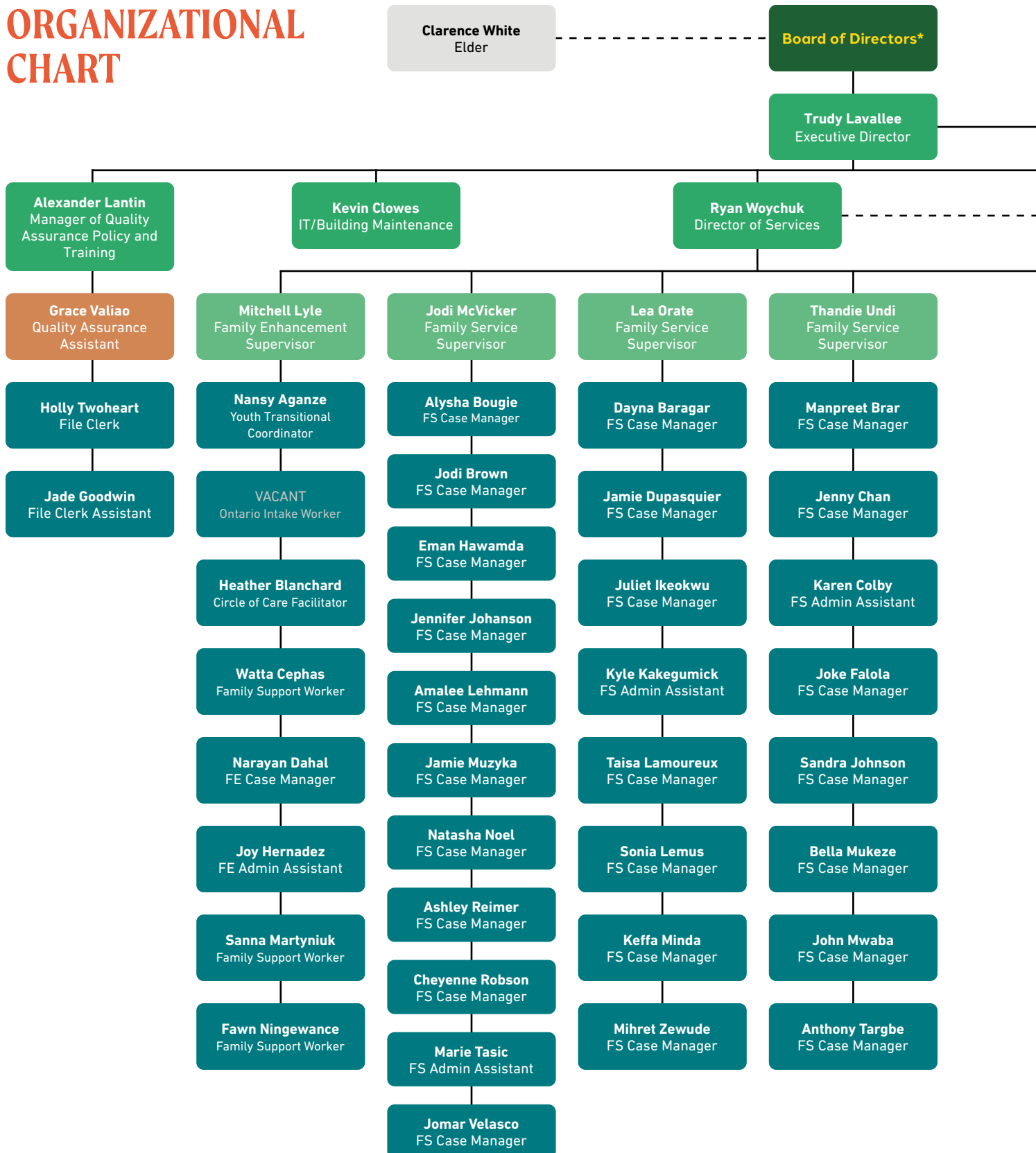
Lots of FOOD

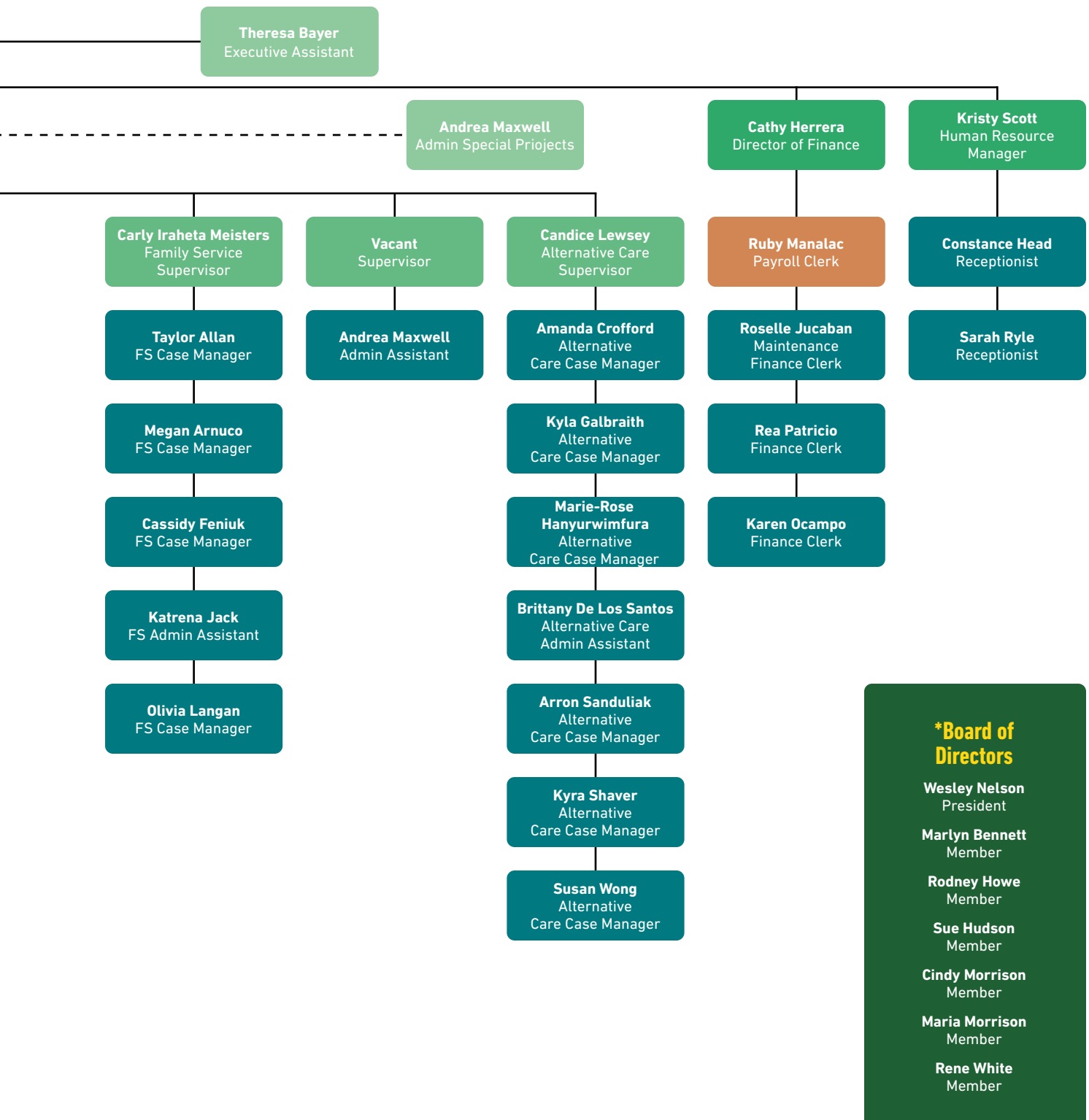


POOL



ORGANIZATIONAL CHART





Code of CONDUCT

The Code of Conduct is the values which guide behaviour within the organization. It specifies how the Board of Directors and Staff of Animikii Ozoson Child and Family Services (AOCFS) should act in regard to decision-making and service delivery. It describes how you treat others, whether fellow employees, clients or anyone with whom you come into contact with.

Animikii Ozoson Child and Family Services shall maintain a culture which recognizes and values ethical conduct. The following Code of Conduct along with the Seven Teachings speaks to how AOCFS operates:

Love:

Accepting people for who they are, what they believe and loving unconditionally.



Truth:

Be accountable and recognize truth as an opportunity to grow.



Wisdom:

Knowing "who you are" by sharing your knowledge and learning from others.



Courage:

To be honest and speak up for what you believe in; moving forward.



Humility:

Understanding others' strengths, knowing our own limitations and an ability to ask for help from others.

Honesty:

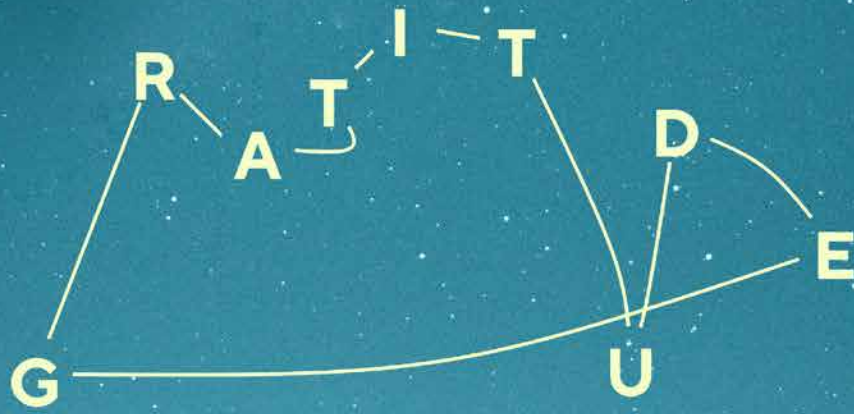
Be transparent, open, clear and act with integrity.



Respect:

Treat others the way you want to be treated respecting who they are as a person.





VISION STATEMENT

**Strong Hearts and Minds,
Strong Families, Beautiful Children,
Strong Communities Networks.**

We have a vision of a strong community circle of care where healthy empowered families provide a nurturing place for children and where everyone (Elders, leaders, helpers, grandmothers, grandfathers, mothers, fathers, aunts, uncles, sisters, brothers, husbands and wives) work together to build a better place for all children.

MISSION STATEMENT

**Building Circles of Care, Protection
of Children, Empowering Families,
Strengthening Community Networks.**

Animikii Ozoson Child and Family services is the fruition of an idea, around which caring people have organized. It is an idea about helping Indigenous families and children by empowering them to care for themselves and one another. It is an idea rooted in Indigenous family values, beliefs and cultural traditions. It requires commitment and faith in the strength of families and their ability to change; to improve their lives and provide a nurturing place for children.

The overall purpose of the agency is to protect children from child maltreatment and support families so they can maintain their children at home. When necessary, the agency will provide children in need of protection with temporary out-of-home care within their extended family if at all possible or within a network of culturally appropriate/culturally sensitive alternate caregivers. In all cases, the agency will take a comprehensive and culturally sensitive approach that emphasizes family preservation and family reunification. When family reunification is not possible, the agency will provide long term alternate care for children who become permanent wards, while maintaining a strong connection to their extended family and community of origin.

CORE VALUES

GOALS OF SERVICE PROVISION:

- To deliver culturally appropriate services to families and children
- To take a “least disruptive measures” approach to intervention, delivering services from an orientation and philosophy of prevention and support
- To provide family support services with a view to keeping families together
- To provide alternate care for children requiring out-of-home care, with an emphasis on using extended family and Indigenous caregivers whenever possible, while still ensuring that the child’s best interests are being met
- To keep siblings groups together when children require out-of-home care, whenever possible and appropriate
- To develop and maintain a placement resource program, incorporating a regular and ongoing training program for foster parents, homemakers, parent aides, and volunteers
- To repatriate children in care to extended family and/or home community, whenever possible and appropriate
- To reach out to the Ontario Indigenous Child and Family Services agencies for their assistance in providing services to client families and children affiliated with the First Nations served by their agencies
- To work cooperatively with other First Nations CFS agencies in the development of comprehensive support for cases being transferred to/from each other

PROGRAMS FOR CHILDREN, YOUTH AND YOUNG ADULTS

Learning is Essential for All People (LEAP) Program

The purpose of this program is to provide children with a safe place to receive academic assistance, while also building positive relationships in a safe and supportive environment. This program also allows them to gain other social skills and learn teamwork. Program was offered once per week on the following dates:

- October 9 - November 27, 2024: 9 youth/young adults registered (7 completed program)
- January 22 - March 12, 2025: 9 youth registered (9 completed program)

Independent Living Skills Program

The Independent Life Skills Program (8 weeks) is for youth in care. The purpose of the program was to assist our youth approaching age of majority with necessary life skills such as budgeting, positive relationships/support network, mental health coping skills, and indigenous history, with a culturally appropriate focus. The program included cultural teachings and ceremonies (sweat and name ceremony at St. Norbert Arts Centre). Program was offered once per week on the following dates:

- May 7 – June 18, 2024: 17 youth/young adults registered (10 completed program)
- October 20 – December 1, 2024: 10 youth/young adults registered (4 completed program)

Mentorship Essential Skills Program

This is a 6-week program that provided certificates and incentives to those who completed the program. The goal of the program was to assist our youth gain the essential skills and resources to transition from dependent to independent life.

The program supportively encouraged our youth to be independent through learning essential life skills and daily responsibilities such as transportation, budgeting, housing, mental health support, job searching, networks within community, medical connections and cultural and spiritual support. Youth participants practiced a variety of specific tasks to bring awareness of independent resources and encouraged a positive connection with community networks. Program was offered once per week on the following dates:

- October 20 – November 3, 2024: 10 youth/young adults registered (5 completed program)

My Culture Program/My Story

My Culture Program was developed for or youth in care and young adults on agreement for extended services with the agency ages 14 – 20. With a focus on cultural identity, each youth/young adult had the opportunity to learn and live their traditional values and teachings. Cultural enhancement activities helped them to develop a sense of pride in who they are. Program was offered once per week on the following dates:

- April 28, 2024 to June 2, 2024: 11 youth registered for the program (5 completed program)

Financial Literacy Program (Partnership with Me-Dian Credit Union)

The Financial Literacy Program is designed to equip young adults with the knowledge and tools needed to make confident, informed financial decisions. Through engaging workshops, one-on-one coaching, and accessible resources, participants learn essential skills in budgeting, saving, credit management, and long-term financial planning. Whether you are just starting your financial journey or looking to strengthen your money management skills, our program helps build a foundation for lasting financial well-being. Topics also included managing RRSP and TFSA.

The program was offered the following dates:

- February 18, 2025
- March 26, 2025

Youth Job Readiness Training

Topics included resume & cover letter, safe food handler course, volunteer experience, mocking interview, job searching, money management, and entrepreneurship.

- Training was for 8 sessions from January 26 until March 16, 2025.



Artwork completed by Animikii child, age 9

FAMILY ENHANCEMENT PREVENTION/PRESERVATION PROGRAMS

In efforts to prevent children from coming into care and/or returning to care, the Agency continued to facilitate in-house prevention programs.

Women's Circle of Care Support Group

A Women's Circle of Care Support Group was offered as a 10-session program for women to share experiences associated with personal circumstance in a group setting. The program offers discussions and teaching in regard to healthy relationships, healthy coping, domestic violence, healthy boundaries, grief and loss, Seven Sacred Teachings and readings from the Sacred Tree. This is a safe space for participants to share and support one another. Traditional crafts are offered such as beading, ribbon skirts and shirt making.

The program was offered the following dates:

- February 27 until May 1, 2025;
7 participants.

Healthy Coping

A Healthy Coping program was offered as a 10-session program to woman who are looking to learn and heal using cultural ways. Some topics visited are what Addictions can look like, Support and recovery systems, coping skills, Relationships and addictions, Colonization and intergenerational trauma, Guilt and shame, Creating support systems. This is a safe space for participants to learn and share their stories.

The program was offered the following dates:

- February 25 until April 29, 2025;
5 participants (2 completed the program)



HONOURING BERNICE – OUTSTANDING KINSHIP CAREGIVER RECOGNITION



It is with deep gratitude and admiration that we recognize Bernice Thorassie as this year's outstanding Kinship Caregiver.

Bernice exemplifies the heart of kinship care. Her unwavering commitment to her granddaughter and her family is a

powerful reflection of the values we hold dear—love, nurturance, strength, and connection. Long before joining our circle of care, Bernice had already opened her heart and home to many of her grandchildren, embodying the spirit of kinship in every sense.

Since the birth of her granddaughter in 2011, Bernice has made countless journeys from Tadoule Lake to Winnipeg, ensuring her granddaughter always felt the warmth and presence of her Granny's love. In 2022, Bernice made the courageous decision to relocate permanently so she could become her granddaughter's full-time caregiver—an act

that speaks volumes about her selflessness and devotion.

Bernice has provided care that goes far beyond meeting basic needs. She has created a home filled with stability, compassion, and unconditional love. Her granddaughter, who lives with complex medical needs, has flourished under Bernice's care. With patience and fierce advocacy, Bernice navigates medical appointments, therapies, and daily challenges—always ensuring her granddaughter's voice is heard and her needs are met.

Bernice is not only a caregiver—she is a pillar of strength, a fierce advocate, and a deeply valued member of our agency's circle of care. Her collaboration with our team is marked by mutual respect, open communication, and a shared commitment to the well-being of her granddaughter.

We are incredibly honoured to walk alongside Bernice in this journey. Her love, resilience, and dedication inspire us all. On behalf of the agency, we extend our heartfelt thanks to Bernice for the extraordinary care she provides and for the beautiful example she sets for kinship caregivers everywhere.



HONOURING CAROLE – OUTSTANDING FOSTER PARENT RECOGNITION



It is with deep respect and heartfelt appreciation that we recognize Carole Welch as this year's Outstanding Foster Parent with our Agency. Carole embodies the very essence of what it means to be a caregiver—bringing compassion, stability, and unwavering commitment to the

children and youth she supports.

From her early days as a respite provider for children with complex needs, Carole has consistently demonstrated a profound ability to nurture, advocate, and invest in the lives of those in her care. Her approach is grounded in empathy and strength, always placing the well-being of children at the center of her work.

In 2023, when the three children she had been supporting required a permanent home,

Carole stepped forward without hesitation. She welcomed them into her home with open arms, offering not just shelter, but a sense of belonging, safety, and unconditional love. Her decision was not only courageous—it was a reflection of her deep-rooted values and her belief in the potential of every child.

Since then, Carole has continued to walk alongside these children, guiding two into young adulthood and maintaining lifelong nurturing relationships. Her home remains a place of healing, growth, and connection.

As an Agency, we are incredibly honoured to work alongside caregivers like Carole, who are part of our circle of care—a community of caregivers who bring heart, strength, and dedication to the children and youth we serve. Carole's resilience, generosity, and unwavering commitment inspire us all.

We extend our deepest thanks to Carole for her continued service and for exemplifying the heart of caregiving. Her journey reminds us of the power of love, commitment, and the difference one person can make.



SERVICES TO CHILDREN AND FAMILIES



Hello.

My name is Ryan Woychuk and I'm the Director of Services (DOS) with AOCFS. It's an honor to be part of a dedicated and passionate agency. I joined team Animikii in 2013 as the Quality

Assurance Specialist and have been honoured to be the DOS since February of 2020. I wish to thank and acknowledge the guidance received from our Ontario First Nations communities on how to build a network of support for families and strengthen the bridge of community and family connection for children in agency care. I also want to thank my supervisory team

for all their hard work, diligence, knowledge, and commitment to the families and children we serve. You are an awesome team and I'm grateful every day for your unwavering commitment to preserving families.

There have been many changes and challenges faced over the past year as the landscape of Indigenous child welfare continuously evolves on both the provincial and federal levels. AOCFS continues to build strong relationships with our FN communities in ON through both the Band Representative and the First Nation's child welfare programs. This is achieved through meaningful partnerships in day-to-day service support for children and families and conducting ongoing case reviews. Working together builds a network of support for families and strengthens the bridge of community and family connection for children in agency care. It's imperative that their communities are involved. Our planning and collaboration resulted in numerous children reconnecting with family and children formally in care of AOCFS being placed with family in the community.



I would like to say “thank you” to the First Nations for their support, guidance and patience in understanding some of the processes followed by the agency in meeting provincial regulations and expanding practices.

I would like to acknowledge and thank the past and current staff for their work with our families, youth and children.

I look forward to our continued journey.

Take care.

Ryan Woychuk
Director of Services



SERVICES TO FAMILIES FROM ONTARIO AND OTHER AGENCIES IN MANITOBA

As highlighted in last year's SSP, AOCFS is unique because it acts as a quasi-intake on behalf of ANCR when an Ontario FN family/child, who is receiving mandated services in Ontario, requires services while in Winnipeg. As well, AOCFS is unique because it serves as a default agency when another agency cannot provide services to a family (i.e., conflict of interests, etc.).

Due to the volume, and often time sensitive nature of work involving cross jurisdictional services to families from Ontario, the agency used protection funds to hire a designated Ontario intake worker. Although requested in previous SSPs, and other meetings regarding agency funding needs, AOCFS has not received funding for this non-case carrying position. The main function for this intake worker is to use the Intake Module (IM) and assess if First Nation Ontario families and children temporarily or permanently residing in Winnipeg require brief or ongoing services. Please note that an open IM is not recognized as an "open case" according to Provincial guidelines, although significant staff time is spent case managing an active intake.

Courtesy Supervision Cases/ Interprovincial Placement Agreements

AOCFS is responsible for providing mandated services to families and children affiliated with Ontario First Nations communities (primarily, but not limited to, Treaty areas 3, 5 and 9), temporarily or permanently living in Manitoba who require child welfare services. This means that when children in care from a different Province, primarily Ontario, move to Manitoba AOCFS is responsible for providing courtesy supervision services on behalf of their guardian agency. As of March 31, 2025, 73% of our total case count consists of families and children who

are affiliated with First Nations communities in Ontario. As a result, AOCFS maintains a close working relationship with Ontario FN agencies similar to the working relationships we have with southern agencies in Manitoba. Due to the stability of co-case management and the close working relationship with our sister agencies in Ontario, children under Ontario care may remain in Manitoba for their entire time in care. For example, the longest courtesy supervision file with AOCFS was 11 years. This is particularly true for children with complex medical needs.

From a case management responsibility, a significant amount of administrative work is involved at intake (non-case carrying position) for children in care moving from different provinces moving to Manitoba. Some of this case management work includes gathering essential preliminary information and negotiating an Interprovincial Placement Agreement (IPPA). For ongoing courtesy service, case managers are expected to meet compliance with Manitoba standards, and at the same time taking in to account both FN and Ontario standards. To ensure balance, this type of case management requires additional staff time and resources. Children originally from Ontario, for a variety of reasons, move to Winnipeg and require continued sanctioned placement. It's important to note that mobility of ON FN from northwestern Ontario to Manitoba is quite common. This requires our unfunded Alternative Care Department to either find a pre-existing licensed resource or begin licensing a new resource. In some cases, the Ontario agency identifies a kinship caregiver in Manitoba as possible placement for the child. In these situations, AOCFS is required to act quickly to ensure and report on placement suitability, along with beginning the licensing process. Please note, we are not funded to provide this service, but are mandated to do this under

Provincial legislation. Our MB FNCFS agencies receive federal funding to oversee and deliver these services. FN children with AOCFS are not afforded a comparable level of funding that ensures their needs will be met.

Services to children in care from Ontario, living in Manitoba, are also monitored for compliance and quality of service by other Manitoba governing bodies (i.e., MACY, Southern Network, etc.) in the same manner as children in care of AOCFS. Since the child from Ontario is receiving mandated services in our jurisdiction, we are required to open a file, and as a result, comply with case management standards on CFSIS. Compliance requirements are monitored on a monthly basis by the Southern Network. Services to courtesy supervision cases require the same, if not more human resource hours along with service-related expenditures (i.e., travel costs to Ontario, etc.).

Services provided receive the same scrutiny when complaints are received about day-to-day service provision, or during reviews following a critical incident to a child receiving courtesy supervision services from AOCFS.

As a result of our ongoing service collaboration with Ontario, AOCFS spends an exceptional amount of resource hours collaboratively case managing cross jurisdictional needs for children being supervised by our Agency. The focus is to secure good case planning while maintaining a child's connection to their community, family and culture.



FAMILY ENHANCEMENT/PREVENTION

Family Enhancement is an intensive prevention program that provides short-term services to families to mitigate risk factors by supporting parents to reduce the number of children coming into care. Family enhancement is a voluntary program that involves everyone in the family working together. The main function of family enhancement services is resolve difficulties before they become a crisis for the family to prevent children from coming into care. Animikii Ozoson Child and Family Services recognizes and acknowledges that every family has strengths. At the start of our involvement the assigned family enhancement case manager works with the family to identify those strengths as a way to improve in areas that need support. The assigned case manager will then set time limited goals that they identify with the family. We then help the family on a path to achieving those goals using a variety of community and agency supports.

During this past year, the Family Enhancement Program was responsible for continuing to provide intake services on behalf of ANCR when an Ontario First Nations family/child, who is receiving mandated services from First Nation agencies in Ontario, require services while in Winnipeg. AOCFS also serves as an intake and ongoing service provider for Buffalo Point First Nation. The main role of the intake worker designate is to utilize the Intake Module (IM) and assess if First Nation Ontario families and children temporarily or permanently residing in Winnipeg require brief or ongoing services. I am pleased to report that over the last year AOCFS continued to utilize protection funds to employ a designated Ontario Intake worker to ensure that all interprovincial requests for services as well as internal agency intakes were consistently received, documented, assessed and addressed in a timely manner.



Artwork completed by Animikii child, age 12

FAMILY SERVICES

During the past fiscal year, the agency had four Family Service Units (Team Jodi, Team Thandie, Team Lea, Team Carly) and one Family Enhancement team (Team Mitchell). We welcome a new Family Service Supervisor, Carly Meisters who was promoted internally to start a fourth Family Service team in August 2024. Carly comes to the supervisor team after eight years as a case manager with Team Jodi. The Family Service Units are responsible for providing mandated preservation and protection services to children and families in collaboration with Ontario First Nations communities, Indigenous Governing Bodies and sister agencies.

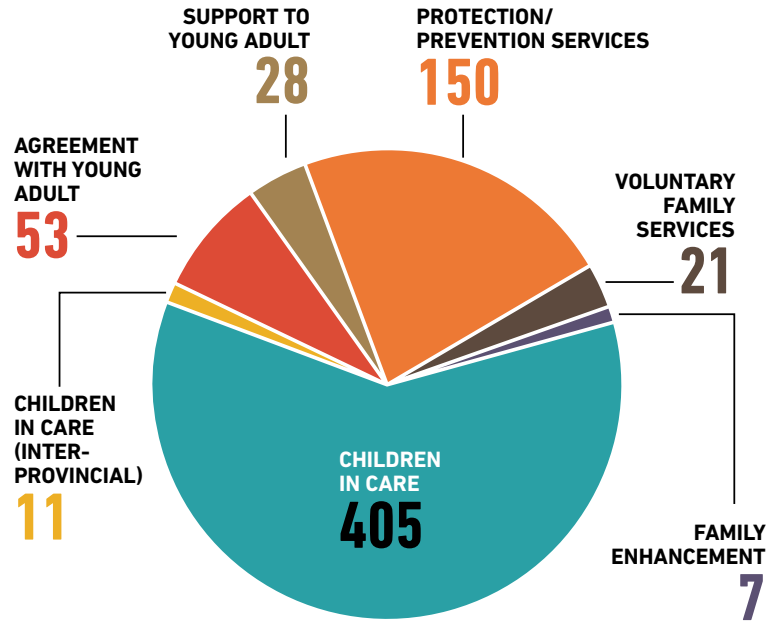
Our teams make every attempt to work from a preventative, strengths-based, collaborative approach to build strong relationships with parents, children, youth and collaterals to promote strong family units. We strive to provide

services that address the needs of each family member and increase the likelihood of positive outcomes for the entire family unit.

As of March 31, 2025, the Agency's case count, all-inclusive was 647; 178 family service files (inclusive), 416 children-in-care (including 11 courtesy supervision CS cases), 53 young adults on Agreement with Young Adult, and 28 young adults on Supports to Young Adults. Out of the 178 family service files, 150 were receiving protection services (PRT), 21 were receiving Voluntary Services (VFS), and 7 were receiving Family Enhancement (FE) services.



AOCFS CASE COUNT 2024/2025



SERVICES TO FAMILIES AND CHILDREN

Fiscal Year	2020/21		2021/22		2022/23		2023/24		2024/25	
Case Type	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov
Voluntary Family Service – financial assistance only		0		0		0		0		0
Voluntary Family Service – EPS		0		0		1		0		0
Voluntary Family Service		12		21		23		21		21
Family Enhancement		20		15		10		7		7
Protection		129		136		122		132		150
Protection – EPS		0		0		0		0		0
Children in Care		365		360		373		392		405
Children in Care – Supervision		14		14		12		11		11
Agreements with Young Adults		52		58		56		57		53
Supports to Young Adults		0		0		5		17		28
Adoption		0		0		0		0		0
Foster Care Management		153		144		132		142		138

FAMILY SERVICE FILES PER COMMUNITY SERVED

At the end of March 31, 2025, the Agency provided services to 178 families. Out of the 178 families receiving services from the Agency, 130 (73%) have ties to First Nation communities in Ontario.

Ontario First Nation Communities	
Animakee Wa Zhing #37 FN (Northwest Angle #37 FN)	1
Anishinaabeg of Naongashiing FN (Big Island FN)	4
Aroland FN	1
Asubpeeschoseewagong Netum Anishinabek (Grassy Narrows FN)	5
Bearfoot Onondaga FN	1
Bearskin Lake FN	2
Deer Lake FN	6
Eabametoong FN (Fort Hope FN)	3
Fort Severn FN	2
Ginoogaming FN (Long Lake #77 FN)	1
Shoal Lake #40	6
Iskatewizaagegan 39 Independent FN (Shoal Lake #39)	2
Keewaywin FN	4
Ketegaunseebee FN	1
Kiashke Zaaging Anishinaabek (Gull Bay FN)	5
Kingfisher FN	1
Lac des Mille Lacs FN	1
Long Lake #58 FN	5
Migisi Sahgaigan FN	2
Mishkeegogamang FN (Osnaburgh FN)	1
Mishkosiminiziibiing FN (Big Grassy River FN)	2
Moose Cree FN	1
Muskrat Dam FN	1
Naotkamegwaning FN (Whitefish Bay FN)	7
Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	14
Neyaashinigiing FN (Chippewas of Nawash FN)	1
North Spirit Lake FN	7
Northwest Angle #33 FN	3
Obashkaandagaang Bay FN (Washagamis Bay FN)	3
Obishikokaang FN (Lac Seul FN)	11
Ojibways of Onigaming FN	2
Rainy River FN	1
Sachigo Lake FN	1
Seine River FN	3
Temagami FN	1
Tyendinga Mohawk Territory (Mohawks of the Bay of Quinte FN)	1
Upper Cayuga FN	1
Wabaseemoong Independent Nation (Whitedog FN)	10
Wabauskang FN	2
Wauzhushk Onigum FN (Rat Portage FN)	1
Whitesand FN	2
Wunnumin Lake	1
TOTAL	130

Manitoba First Nation Communities	
Buffalo Point FN	1
Fisher River FN	2
God's Lake Narrows FN	2
Lake St. Martin FN	1
Nisichawayasihk Cree Nation (Nelson House Cree Nation)	1
Norway House Cree Nation	1
Peguis FN	4
Pimicikamak Cree Nation (Cross Lake Band)	3
Pinaymootang FN (Fairford FN)	1
Red Sucker Lake FN	2
Sagkeeng FN	1
Sandy Bay FN	1
Tataskweyak Cree Nation (Split Lake FN)	1
Waywayseecappo FN	1
Wuskwi Sipihk FN (Indian Birch FN)	1
York Factory FN	1
TOTAL	24

British Columbia First Nation Communities	
Kitasoo FN	1
TOTAL	1

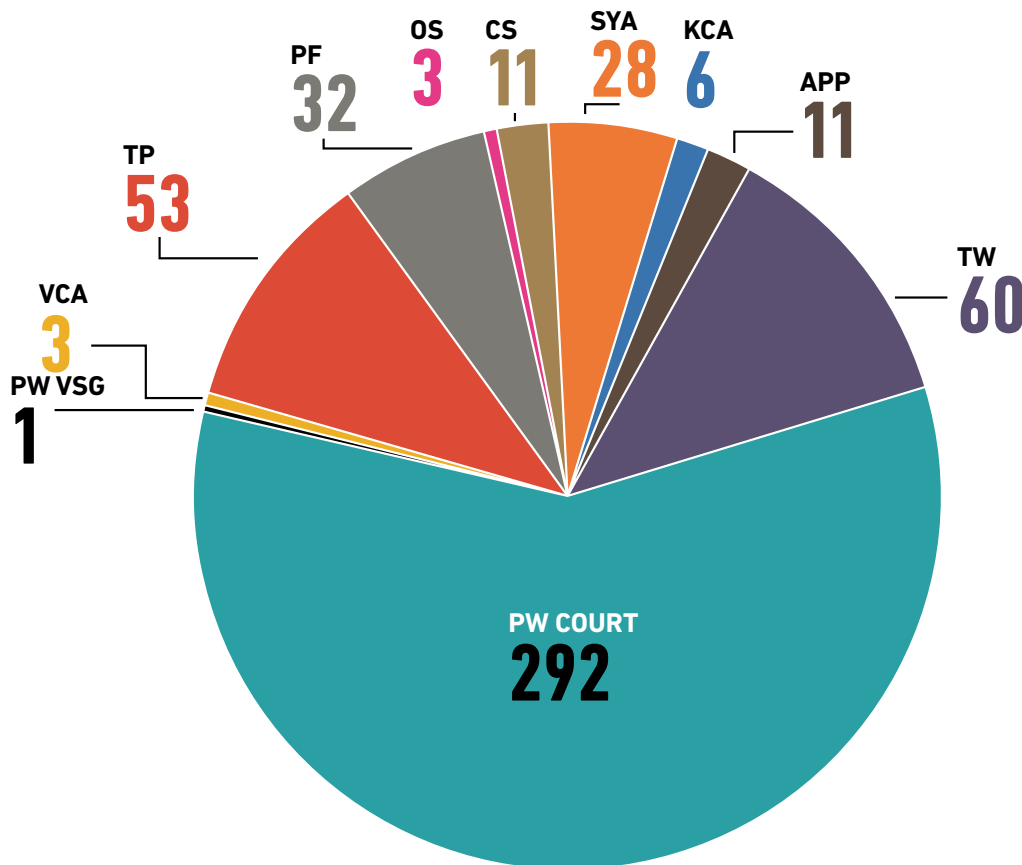
Other	
Metis	13
Not Aboriginal	8
Not Determined	2
TOTAL	23

GRAND TOTAL	178
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SERVICES TO CHILDREN, YOUTH AND ADULTS

As of March 31, 2025, the Agency reported 469 children, youth, and young adults receiving services. Out of the 469 children, youth, and young adults receiving services, 53 were adults on an extension of services, and 11 were children in care from different provinces receiving

courtesy supervision services (9 children in care with Ontario and 2 children in care from Northwest Territories). 28 Young adults on SYA were not counted since they don't have an open CS file at the end of the fiscal year.



PW COURT – Permanent Ward Court Ordered

PW VSG – Permanent Ward via Voluntary
Surrender of Guardianship

VCA – Voluntary Care Agreement

TP – Transitional Planning

PF – Petition filed for further order

OS – Order of Supervision

CS – Courtesy Supervision
(Interprovincial Placement Agreements)

SYA – Supports to Young Adults

APP – Apprehension

TW – Temporary Ward

SERVICES TO CHILDREN, YOUTH AND ADULTS

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CHILDREN-IN CARE/YOUTH AND ADULTS PER COMMUNITY SERVED

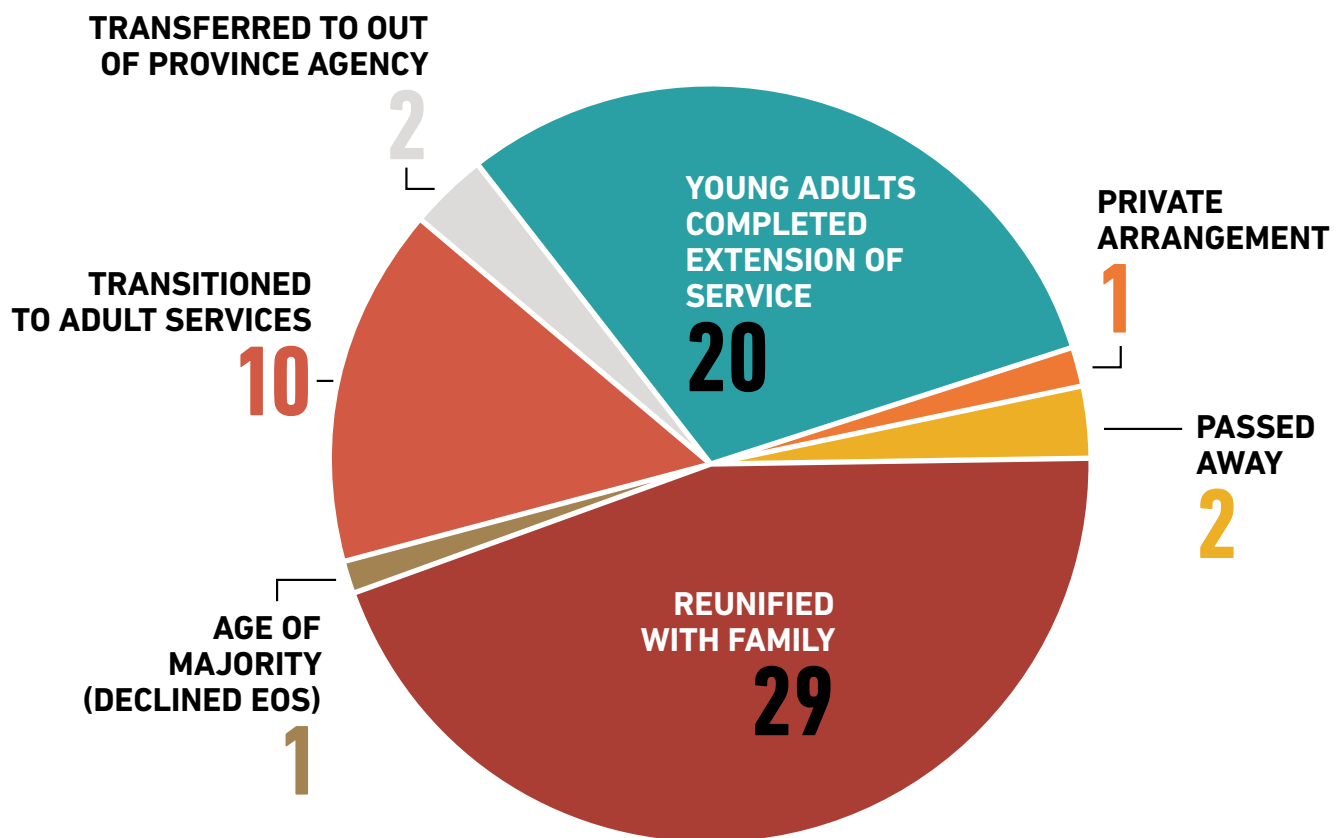
As of March 31, 2025, the Agency reported 469 children, youth, and young adults receiving services. Out of the 469 children, 11 were children in care from different provinces. Out of the 469 children in care with AOCFS, 334 (71%) have ties to First Nation communities in Ontario.

Ontario First Nation Communities		Manitoba First Nation Communities	
Algonquins of Pikwakanagan FN (Golden Lake FN)	3	Azaadiwi-ziibi Nitam-Anishinaabe (Poplar River FN)	2
Animakee Wa Zhing #37 (Northwest Angle #37 FN)	4	Berens River FN	4
Animbigoo Zaagi'igan Anishinaabek FN (Lake Nipigon Ojibway FN)	1	Black River FN	6
Anishinaabeg of Naongashiing FN (Big Island FN)	10	Bloodvein FN	4
Aroland FN	1	Brokenhead FN	3
Asubpeeschoseewagong Netum Anishinabek (Grassy Narrows FN)	15	Buffalo Point FN	1
Bearskin Lake FN	2	Canupawakpa Dakota FN	1
Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay FN)	1	Garden Hill FN	2
Cat Lake FN	1	Hollow Water FN	3
Chippewas of the Thames FN	1	Kinonjeoshtegon FN (Jackhead FN)	1
Couchiching FN	3	Lake Manitoba FN	2
Deer Lake FN	20	Lake St. Martin FN	2
Eabametoong FN (Fort Hope FN)	5	Long Plain FN	1
Fort Severn FN	5	Nisichawayasihk Cree Nation	3
Fort William FN	1	Norway House FN	5
Gakijiwanong Anishinaabe Nation (Lac la Croix FN)	1	Peguis FN	22
Shoal Lake #40	16	Pinaymootang FN	1
Iskatewizaagegan 39 Independent FN (Shoal Lake #39)	12	Red Sucker Lake FN	8
Keewaywin FN	11	Roseau River FN	1
Kiashe Zaaging Anishinaabek (Gull Bay FN)	11	Sagkeeng FN	9
Kingfisher FN	5	Sayisi Dene FN	3
Kitchenuhmaykoosib Inninuwig FN (Big Trout Lake FN)	2	Skownan FN	1
Long Lake #58 FN	12	St. Theresa Point FN	3
Marten Falls FN	8	Tataskweyak Cree Nation (Split Lake FN)	1
Migisi Sahgaigan FN (Eagle Lake FN)	4	Tootinaowaziibeeng FN (Valley River FN)	2
Mishkeegogamang FN (Osnaburgh FN)	16	Waywayseecappo FN	1
Mishkosiminiziibiing FN (Big Grassy River FN)	3	Wuskwi Sipiik FN	3
Muskrat Dam FN	3	TOTAL	95
Naotkamegwanning FN (Whitefish Bay FN)	6	Northwest Territories Communities	
Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	58	K'atlodeeche FN	2
North Spirit Lake FN	14	TOTAL	2
Northwest Angle #33 FN	6	Alberta	
Obashkaandagaang Bay FN (Washagamis Bay FN)	4	SikSika FN	2
Obishikokaang FN (Lac Seul FN)	13	TOTAL	2
Ojibways of Onigaming FN (Sabaskong FN)	3	Saskatchewan First Nation Communities	
Pikangikum FN	3	Cegakin FN (Carry the Kettle FN)	1
Poplar Hill FN	2	Cote FN	5
Rainy River FN	4	Peter Ballantyne Cree Nation	1
Sachigo Lake FN	4	Zagime Anishinabek FN (Sakimay FN)	3
Seine River FN	2	TOTAL	10
Temagami FN	1	Other	
Tyendinga Mohawk Territory	1	Metis	9
Wabaseemoong Independent Nation (Whitedog FN)	10	Not Aboriginal	13
Wabigoon Lake Ojibway Nation	7	Not Determined	4
Wapekeka FN	3	TOTAL	26
Wauzhushk Onigum FN (Rat Portage FN)	8	GRAND TOTAL	
Whitesand FN	3	469	
Wikwemikong FN	4		
Wunnumin Lake FN	1		
TOTAL	334		

CHILDREN AND YOUTH DISCHARGED FROM CARE AND DISCONTINUED SERVICES TO YOUNG ADULTS

As of March 31, 2025, the agency discontinued services to 45 children in care and discontinued extensions of services with 20 young adults. Out of the 65 children and young adults, 20 have completed/terminated their extension of services, 10 transitioned to adult services,

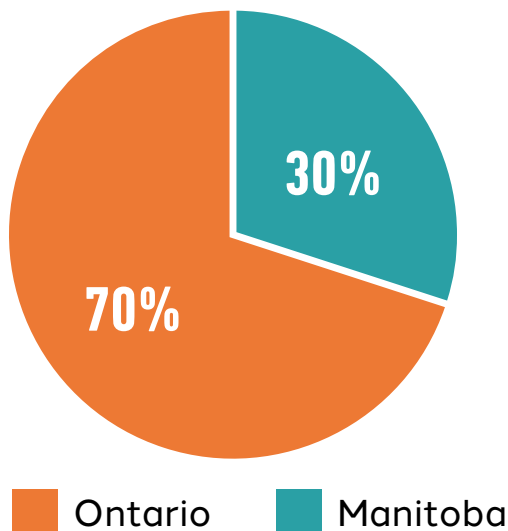
29 were reunified with family, 1 reached age of majority and declined extension of services from the agency, 2 were transferred to the culturally appropriate out of province CFS agency, 1 entered into a private arrangement, and 2 individuals passed away.



NOTICE OF SIGNIFICANT MEASURE (NSM)

As of March 31, 2025, AOCFS provided services to families and children belonging to 57 FN communities in Ontario, overall, 97 First Nations across Canada. As mentioned in Executive Director's welcoming summary, the introduction of Federal legislation has created opportunities for collaborative case management between AOCFS and Indigenous Governing Bodies (IGBs). Section 12(1) of federal legislation, "An Act respecting First Nations, Inuit and Métis children, Youth and Families" (FNIMCYF) requires mandated agencies to notify the child's parents, caregivers and the Indigenous Governing Body (IGB) for the child's community when a significant measure is being taken on a child in the context of providing child and family services.

NSMs (2024/2025 Fiscal Year)



	MB	ON	GRAND TOTAL
April 2024	0	2	2
May 2024	5	4	9
June 2024	0	6	6
July 2024	1	1	2
August 2024	3	1	4
September 2024	7	9	16
October 2024	1	4	5
November 2024	3	8	11
December 2024	7	20	27
2024 Totals	27	55	82
January 2025	0	4	4
February 2025	10	22	32
March 2025	2	10	12
GRAND TOTAL	39	91	130

From April 2024 to March 2025, AOCFS sent Notices of Significant Measures (NSMs) regarding 130 children to identified First Nations IGB.

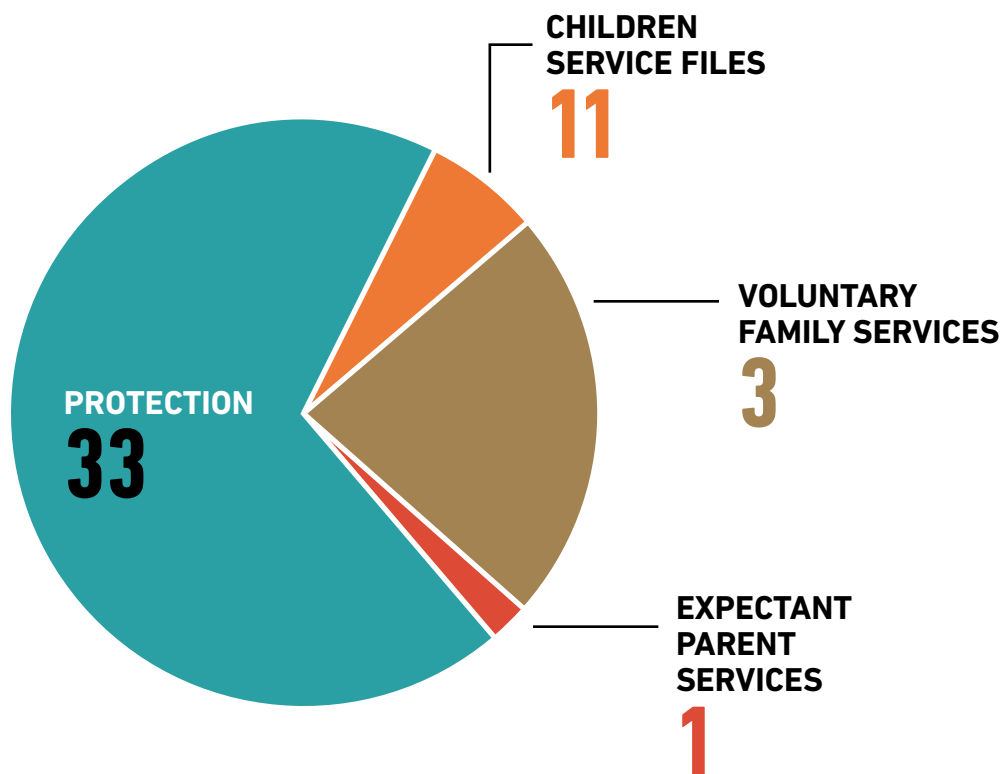
IGB LETTERS (APRIL 2024 – MARCH 2025)

AOCFS received IGB notification for 12 FN communities in the 2024/25 fiscal year (1 BC, 1 MB, 7 ON, and 3 SK)

PROVINCE	COMMUNITY	ENGLISH NAME	INDIGENOUS GOVERNING BODY
BC	Lhtako Dene Nation	Lhtako Dene Nation	Lhtako Dene Nation
MB	Gamblers First Nation	Gamblers First Nation	Gamblers First Nation
ON	Big Grassy First Nation	Big Grassy First Nation	Chief and Council
ON	Couchiching First Nation	Couchiching First Nation	Couchiching First Nation Chief and Council
ON	Keewaywin First Nation	Keewaywin First Nation	Chief and Council
ON	Long Lake #58 First Nation	Long Lake #58 First Nation	Long Lake #58 First Nation Band Representative Program
ON	Mohawks of the Bay of Quinte	Mohawks of the Bay of Quinte	Mohawks of the Bay of Quinte Chief and Council
ON	Poplar Hill First Nation	Poplar Hill First Nation	Chief and Council
ON	Wauzhushk Onigum Nation	Rat Portage First Nation	Wauzhushk Onigum Nation Chief and Council
SK	George Gordon First Nation	George Gordon First Nation	George Gordon First Nation
SK	Ochapowace First Nation	Ochapowace First Nation	Ochapowace First Nation
SK	The Key First Nation	The Key First Nation	The Key First Nation

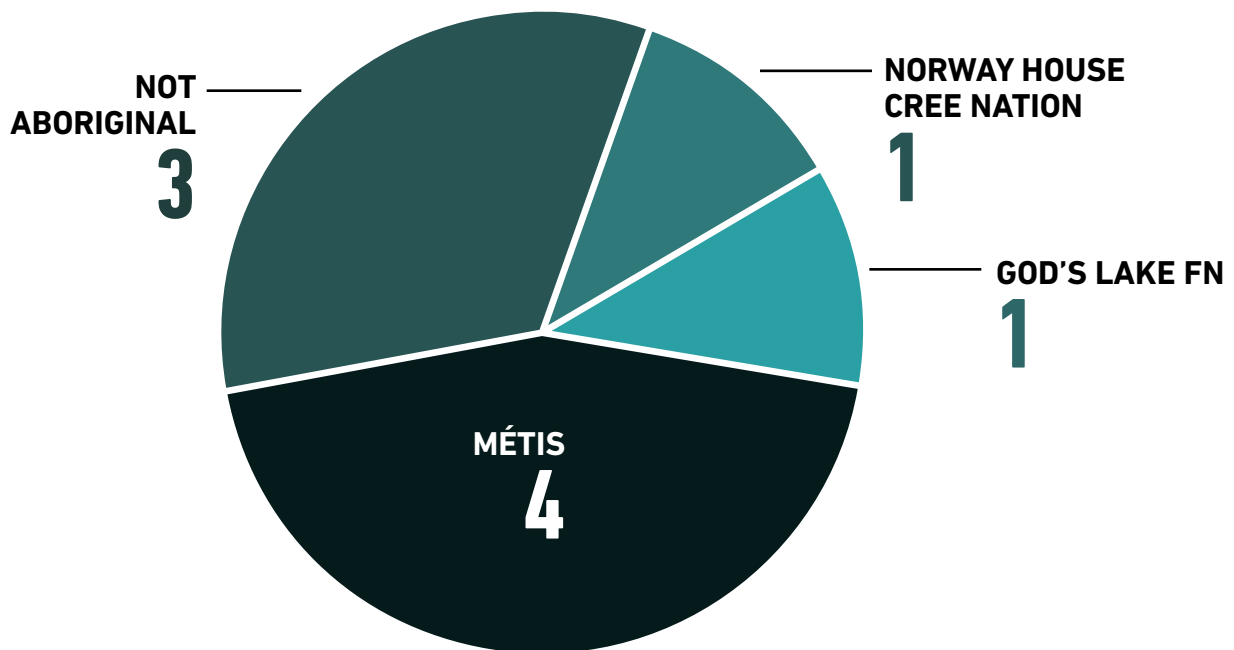
EXTERNAL TRANSFER/REFERRALS FOR SERVICE

Most transfers received by AOCFS come from All Nation's Coordinated Response Network (ANCR). As of March 31, 2025, the Agency received a total of 60 external transfers, 48 file transfers (80%) were from ANCR. Out of the 48 files transferred from ANCR, 33 were for Protection files (Prt), 11 Children Service Files (CS), 3 for Voluntary Family Service files (VFS), and 1 for Expectant Parent Services file (EPS).



DEFAULT TRANSFERS

Out of the 60 external transfers AOCFS received in the 2024-2025 fiscal year, the agency received 9 files (15%) that were transferred by default. 7 of these transfers were from ANCR, 1 from Eastman CFS, and 1 from Interlake Region CFS.



	Prt	CS	VFS	FE	EPS	Sup	Grand Total
2020-2021	36	8	6	6		2	58
ANCR	33	5	6	6		1	51
Anishinaabe CFS	1						1
Eastman CFS	1	1					2
Interlake Region CFS	1						1
Kitapinoojiiminaanik CFS						1	1
Metis CFCS		2					2
2021-2022	40	22	3	2	5		72
ANCR	36	15	3	2	5		61
CFS Central MB	1						1
Eastman CFS	1	1					2
Interlake Region CFS	1	1					2
Winnipeg CFS	1	3					4
Sagkeeng CFS		2					2
2022-2023	41	42	9	1	1	1	95
ANCR	40	10	6		1		57
Anishinaabe CFS	1						1
DOCFS				1			1
Eastman CFS			2				2
Interlake Region CFS			1			1	2
Winnipeg CFS		1					1
Peguis CFS		31					31
2023-2024	44	14	6	1	1		66
ANCR	41	6	6	1	1		55
Eastman CFS	2						2
Winnipeg CFS	1	4					5
Metis CFCS		4					4
2024-2025*	39	14	4		1	2	60
ANCR	33	11	3		1		48
CFS Central MB	1						1
Eastman CFS	1						1
Interlake Region CFS	2	1	1			2	6
Winnipeg CFS	2	1					3
Sagkeeng CFS		1					1
Grand Total	200	100	28	10	8	5	351

*AOCFS rejected 16 case transfers (e.g., intakes, sec 42, sec 49, etc.) in this fiscal year

ALTERNATIVE CARE

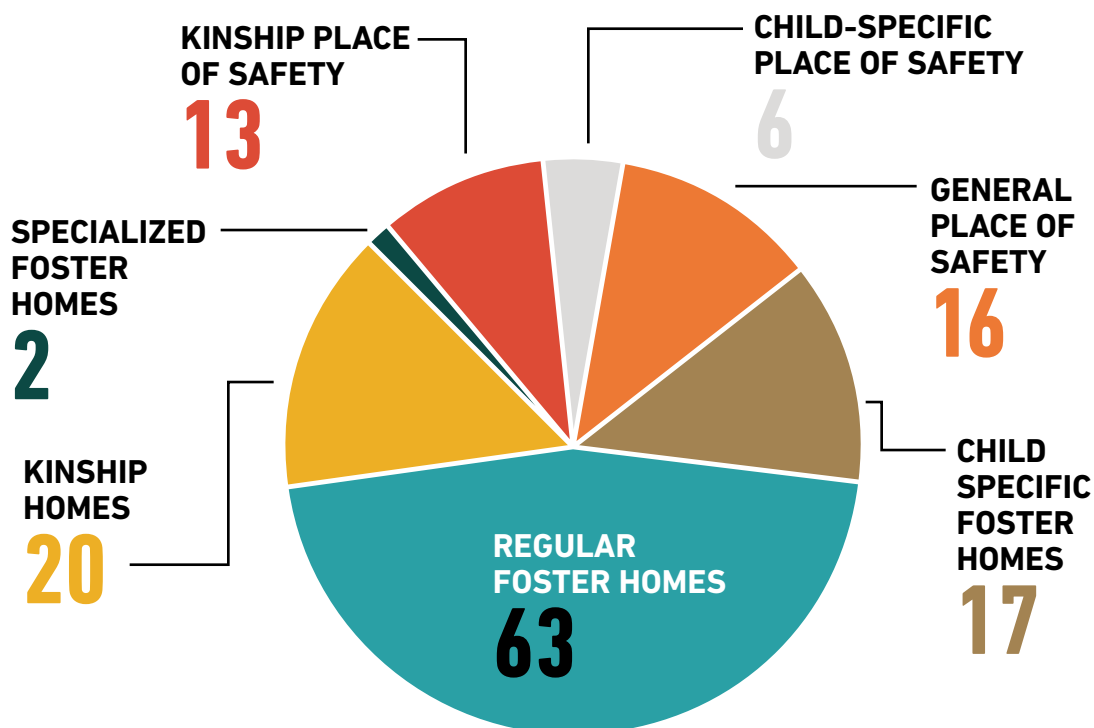
The Alternative Care Department is responsible for the licensing, supporting and recruiting of Kinship Caregivers and Foster Parents for the agency. The focused work of the department remains supporting and retaining a strong circle of care, comprised of care providers committed to the best interests and well-being of all children and youth. The department is comprised of 6 Alternative Care Case Managers, one Administrative Assistant and an Alternative Care Supervisor.

As of March 31, 2025, the Agency had a total of 138 open resources, resulting in an average of 28 managed homes per Alternative Care Case Manager. Out of the 138 open resources,

102 were licensed foster homes, 35 were Place of Safety (POS), and 1 home was on a 'on hold' status. Out of the 138 open resources, 34 identified as being a culturally appropriate resource.

From the 102 active licensed foster homes, 63 were regular foster homes, 20 were licensed as kinship foster homes, 17 were licensed as child-specific foster homes, and 2 were licensed as specialized foster home. Out of the 102 active licensed foster homes, 23 identified as culturally appropriate homes.

Out of the 35 Places of Safety, 13 were kinship, 6 were child-specific, and 16 were General.



QUALITY ASSURANCE



Quality Assurance is responsible for reviewing and supportively enhancing the transparency, accountability, and measurability of an agency's day-to-day service delivery based on Manitoba Child Welfare Legislation (and associated legislation), regulations, and

Federal and Provincial Child Welfare Practice Standards while incorporating a “best practice” approach to service provision for children and families.

The Quality Assurance Department consists of the following:

ALEXANDER LANTIN

Manager of Quality Assurance, Policy, and Training (MQAPT)

GRACE VALIAO

Quality Assurance Assistant (QAA)

HOLLY TWOHEART

File Clerk

JADE GOODWIN

File Clerk

During the past year, the Quality Assurance department has been very busy with the following:

QUALITY ASSURANCE

- Provided weekly and monthly statistical analysis reports on agency case counts and agency Child and Family Services Information System (CFSIS) compliance reviews, providing recommendations on how to improve service delivery and accountability for families and children.
- Conducted random “spot checks” on CFSIS to review compliance and quality of work, including compliance with agency policy on completion of intakes, file transfers, file closings, expectant parent services, Notices of Significant Measure (NSM) for Indigenous Governing Bodies (IGB), and proper data entry.
- Attended Quality Assurance and Action Committee meetings facilitated by the Southern First Nations Network of Care (SFNNC) to gather information on upcoming Quality Assurance reviews, changes to procedures, and compliance requirements to practice standards.
- Attended All Nations Coordinated Response (ANCR) Network Steering Committee meetings on behalf of the agency to gather information on changes to ANCR services, ANCR requests to agencies, and to share service concerns.
- Attended meetings with other MB CFS agency representatives to share our knowledge in CFSIS compliance requirements and reports.
- Assisted the Director of Services in preparing agency files for FN community file reviews.
- Assisted the agency's Alternative Care Department with CFSIS data entry.

- Conducted a physical file recording review for 600+ cases.
- Completed 60+ prior contact checks for CFS agencies and organizations assessing people previously or currently affiliated with Animikii for possible employment or placement.
- Our file clerks also completed treaty status number and/or card applications for approximately 35 children in care in the past 12 months. Approximately 36 children received their treaty status number and/or card during this fiscal year.
- Continued to implement, track, update, and report on ongoing compliance with external recommendations, ongoing strategic service plan initiatives, and internal reviews. This includes the following:
 - » Maintained a database that listed the contact information for FN communities/ IGB and how they would like to receive NSMs.
 - » Maintained a database that kept track of all NSMs the agency sent out.
 - » Maintained a database that kept track of agency compliance with Missing CS Response plans.
 - » Maintained a database for Out of Country travel requests.
 - » Maintained a database that kept track of service providers and service contracts.
 - » Maintained a database that kept track of incoming and outgoing transfers.
 - » Maintained the database that kept track of Identification Documents (e.g., birth certificate, passport, and treaty status card).
 - » Monitors the agency's Facebook Messenger account to ensure that case managers are informed of messages from children and families received during business hours.

POLICY

- Finalized the Lockdown policy and Customary-Kinship Care Agreement policy.
- Developed the Staff Safety policy, CS Grievance policy, and CS Vaccine policy. These policies are still under review.

TRAINING

- Maintained an Outlook Calendar that contains free and paid child welfare-related training being offered by a variety of organizations. This calendar is shared with supervisors. These training opportunities are also uploaded on the agency's Intranet.
- Facilitated the following in-agency trainings and presentations:
 - » Intake Module (IM) Refresher
 - » Introduction to Child Welfare Training
 - » Introduction to the Child and Family Services Application Training
 - » Lockdown Policy Learning Session
 - » Manitoba College of Social Workers (MCSW) Renewal Requirements
 - » Private Arrangement Policy (later updated to Customary Care-Kinship Care Agreement Policy)
 - » Structured Decision Making (SDM) Training
 - » SDM Refresher
- Coordinated for the following trainings, presentations, and workshops to be offered to staff:
 - » 211 Manitoba for CFS Sector
 - » Automated External Defibrillator (AED) Lunch and Learn

- » Car Seat and Seatbelt Training (Manitoba Public Insurance)
- » Countering Compassion Fatigue (Julie Walsh)
- » De-Escalating Potentially Violent Situations (Achieve)
- » Developmental Trauma and Attachment Training (Julie Walsh)
- » FASD Training (Department of Families/ Life's Journey Inc.)
- » First Aid/CPR Training (Core First Aid)
- » Global Interviewing (Department of Families)
- » Intro to Truth and Reconciliation (National Center for Truth and Reconciliation)
- » Urban Circle Training Presentation

SPECIAL PROJECTS

- Added children in care S.I.N. information on the agency's master list.
- Created and maintained a database that lists all CFS agency offices in Manitoba to easily determine which CFS agency is closest to a specific area.
- Created and maintained an Online Attendance Sheet that displays "real time" data on the agency's Intranet.
- Created a database listing all children that have been in the agency's care since inception for the CSA settlement and other First Nation settlements.
- Created agency forms based on the Department of Families' template for the new care agreements.
- Created monthly slideshows displayed on the reception area television that lists important dates for programming, agency events, and training opportunities.



- Completed a review of the agency's use of Places of Safety and Third-Party Foster Homes as per the Department of Families' request.
- Completed EPR and Hotel usage research to discuss the need for emergency placement options with the Department of Families.
- Ensured that all front-line staff have completed essential trainings from the Province of Manitoba's Learning Module System (e.g., Amendments to CFS Act, Safe Sleep, MACY Serious Injury Reporting, etc.).
- In collaboration with the Executive Director and Director of Services, we created a presentation highlighting updates to children in care affiliated with Keewaytinook Okimakanak (KO) FN communities and child welfare matter changes (e.g., CSA settlement, care agreements, Jordan Principle changes, etc.). This was presented at the KO meeting in Winnipeg.
- In collaboration with the Executive Director and Director of Services, we reviewed and provided feedback for the Department of Families' Standards Modernization project.
- In collaboration with the Director of Services, assisted in completing children in care summaries for former child/youth in care that requested information from the agency.
- In collaboration with the Director of HR, we have revamped the agency's intranet that would list resources, agency information, trainings, and agency events.
- In collaboration with the Director of HR, we assisted with piloting the agency's Human Resources Management System (HRMS).
- Reviewed and updated the agency's list of Agency Employee Management cases
- The QA department continues to build and maintain relationships with the CFSIS Help Desk to ensure that staff's CFSIS access issues are addressed in a timely manner.

We would like to thank the Animikii team for all their hard work during the past year. Thank you everyone!

Alexander Lantin
Manager of Quality Assurance,
Policy, and Training



HUMAN RESOURCES



My name is Kristy Scott and I'm the Human Resources Manager for AOCFS. I joined the team in January 2025. I come to this role with over 20 years of experience in the human service sector, and nearly 8 years with a focus on human resources. This position checks many boxes for me – my passion

for helping others, applying my knowledge and experience to all aspects of HR and working for an Indigenous organization that has a focus on the culture, traditions and beliefs of First Nation communities.

My priority will always be ensuring quality services and supports to the children and families in our care. I can play a role in this by providing our employees a safe, trusting, healthy environment and implementing consistent practices and approaches throughout all programs of the agency.

Miigwetch to Stephanie Fenner, the former HR Manager and for all of the work and time she put into implementing the new Sage HRMS and ESS Systems, the intranet, and internal resources for employees. Stephanie's efforts have set up our HR department in a good way.

Update from Our Last Report

At the end of the 2024/2025 fiscal year, we had 68 permanent employees, and one other employee on maternity leave. Of our total of 69 employees, 19 declared as being of Indigenous descent. This put us at 28% of workforce as Indigenous, a slight decrease from the previous year of 32%.

The end of this fiscal year was a true test for the HRMS/ESS systems that ensured all PTO (Paid Time Off) programs were balanced and aligned with our internal policies and practices. Year-end calculations and reporting were a breeze.

Employee Service Awards

I would like to acknowledge the dedication and commitment of our employees who have significant milestones with our Agency.

10 YEARS OF SERVICE

Carly Iraheta-Meisters FS Supervisor
Karen Colby Admin Assistant
Kyle Kakegumick Admin Assistant
Marie Tasic Admin Assistant
Mitchell Lyle FE Supervisor

15 YEARS OF SERVICE

Thandie Undi FS Supervisor



Other Achievements & Announcements

With the growth and expansion of our Agency and the services we provide, at the end of the fiscal year we added a second receptionist to our team. The receptionist plays an integral role in our organization and most days the front desk is buzzing with calls, visitors, and families seeking assistance. This has made a significant impact on our ability to meet the ongoing needs of our community.

In the beginning of the new year, we moved away from paper attendance sheets to an online attendance form that is accessible in and out of the office. The new system allows employees to log in with the click of a button and update their location while fielding. The goal of safety and wellbeing is achieved, while saving a few trees.

Future Goals

The focus over the next fiscal year will be to continue to indigenize our HR practices and approaches. From career postings to annual performance reviews – Indigenous beliefs, traditions, and histories will weave through our everyday communication, our daily interactions, and learning opportunities for employees.

Learning and development is a passion of mine, and I am excited to continue to share with the employees of AOCFS. As a Certified Instructor with the Crisis Prevention Institute, it will be my pleasure to offer Nonviolent Crisis Intervention training in house to our employees and our Alt Care providers. NVCI has an emphasis on early intervention strategies, strengthening

our communication and listening skills, and navigating difficult discussions. These core values of the program content align with AOCFS's Code of Conduct and the 7 Teachings.

In the fall of this year, we will be heading back to the bargaining table as our current Collective Agreement expires November 30th, 2025. I look forward to the opportunity to learn, collaborate and continue to strengthen our working relationship with the MGEU.

Retention is key to the success of any organization, agency or group. Employees who have a voice, who are respected and valued, and know that their individual contributions matter, will be the focus of my work over the upcoming year. I am excited to see what new opportunities will unfold at AOCFS.

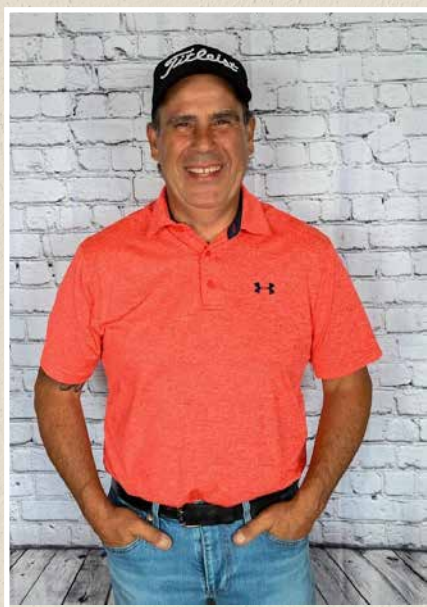
Lastly, I would like to thank everyone at Animikii, the employees, the Senior Management team, Trudy and our Board Chair, for welcoming me and making me feel at home. I have learned so much in the first few months and I am looking forward to what the next year will bring. I truly believe we are stronger together, and being in an environment where I can contribute my experiences, gifts and knowledge with like-minded individuals – is exactly where I want to be.

Miigwetch,

Kristy Scott, CPHR Candidate
HR Manager



AOCFS IT INFRASTRUCTURE & APPLICATION HIGHLIGHTS – YEAR IN REVIEW



Over the past year, AOCFS has made significant strides in modernizing and expanding our Information Technology infrastructure to support our growing agency needs:

- Office Expansion & Infrastructure Upgrades**
 With the addition of new office space on the 4th floor, we implemented critical infrastructure enhancements to ensure seamless connectivity and support for incoming staff.
- Phone System Upgrade**
 To accommodate the expanded workspace, we increased our phone system capacity, ensuring reliable communication across all departments.
- Copier Fleet Modernization**
 We replaced our aging copier fleet with state-of-the-art Xerox equipment, improving efficiency and reliability across the agency.
- Workstation & Infrastructure Refresh Cycle**
 We continue to proactively replace and refresh workstations and core infrastructure, maintaining top-tier security standards through regular updates and software patching.
- Enhanced Intranet Functionality**
 Our internal Intranet site now includes a streamlined attendance recording feature, simplifying the process and improving data accuracy.
- Enhanced Safety & Security Measures**
 In our ongoing commitment to staff well-being, we've constructed a secure and safe workspace for our receptionist team. This upgrade ensures a protected environment for frontline staff while maintaining a welcoming and professional atmosphere for visitors. It reflects our dedication to both physical security and operational efficiency.

Kevin Clowes
 IT/Building Maintenance
 Specialist



FINANCE



As we reflect on Fiscal year 2024-2025, I am deeply appreciative of the dedication and teamwork demonstrated by our Finance department. This year, our team worked collaboratively both within the department and across the agency to maintain financial stability

while supporting the delivery of our mandated services for children and families.

Their diligence, professionalism, and cooperative spirit have been instrumental in navigating a year of ongoing financial pressures and evolving policy requirements. Beyond the numbers, it is the people behind the work who make the true difference. Their expertise, resilience, and commitment ensure the agency meets its obligations with integrity and purpose, always keeping the needs of the children and families, we serve at the forefront.

Our dedicated Finance team includes:

- **Roselle Jucaban** – Ensures smooth management of child maintenance billing (CMB), foster parent payments, CSA applications and cancellations, special rates, and agency allowance reconciliation.
- **Ruby Manalac** – Oversees payroll, bank reconciliations, deposits, travel arrangements, CSA and visa account reconciliations with precision and reliability.
- **Karen Ocampo** – Manages accounts payable for operations, staff travel reimbursements, Wayway and driver invoices, ensuring timely and accurate processing.
- **Rea Patricio** – Handles maintenance accounts payable and receivable, office supplies, monitoring, and interprovincial revenue and expense reconciliation, supporting seamless financial operations across the agency.

Fiscal Year 2024-2025 Challenges and Achievements:

This past fiscal year presented a series of financial and operational challenges, requiring careful planning, adaptability, and collaboration within the agency. Limited funding required us to thoughtfully prioritize requests, often making difficult decisions to ensure resources were directed where they could have the greatest impact. Maintaining mandated services under resource constraints demanded proactive monitoring, flexibility, and close collaboration with service delivery teams so that our Indigenous children and families continued to receive uninterrupted care.

The growing complexity of children's needs placed additional demands on both operational and financial resources, while a shortage of foster homes and an increase in placement breakdowns drove higher support service and placement costs. These pressures highlighted the importance of strong internal controls, strategic allocation, and ongoing engagement with service delivery teams to identify sustainable solutions.

Despite these challenges, the Finance team and the agency made meaningful progress:

- **Maintained operational stability:** Careful resource management ensured the continuity of critical services, even as the agency ended the year with a deficit, consistent with recent years.

- **Strengthened governance and accountability:** Enhanced internal processes and controls reinforced accuracy, transparency, and audit compliance, strengthening confidence in financial stewardship.
- **Enabled uninterrupted service delivery:** Provided timely guidance and collaborative support to other departments, allowing frontline teams to focus on children and families without disruption.
- **Balanced complex needs with fiscal discipline:** Managed high-need cases and complex budgets while aligning financial obligations with the agency's mission.
- **Adapted to funding limitations:** Responded creatively to the constraints of the single-envelope funding model and the increased needs of children with special needs.
- **Safeguarded liquidity:** Preserved cash flow and ensured the agency's ability to meet commitments to staff, partners, and service providers.
- **Invested in team capacity and organizational growth:** Expanded the Finance team and service delivery teams and secured additional office space to enhance workflow efficiency. Continued cross-training and professional development strengthened team flexibility, expertise, and coverage.
- **Monitored funding strategically:** Actively reviewed and managed allocations, prioritizing resources for children with high needs and essential services.
- **Advanced collaboration and advocacy:** Worked closely with the Executive Director and Director of Service to secure grants and external financial support, enhancing both maintenance and operations.



From left to right Cathy, Karen, Roselle, Ruby & Rea.

Audit Update

Our audit for Fiscal Year 2024-2025, conducted by MNP LLP, once again confirmed that our financial statements align with Canadian Accounting Standards for not-for-profit organizations.

Key Financial Highlights-Fiscal Year 2024-2025

The agency's financial position for the fiscal year reflects careful management, strategic planning, and a continued focus on fulfilling its mandated services and supporting children and families, despite ongoing funding pressures and operational demands.

- **Operational Funding:** Single Envelope Funding (SEF) and other operational revenue totaled \$6.6 million, providing the foundation for core programs and administrative operations.
- **Child Maintenance Funding:** Funding for child maintenance, including SYA, miscellaneous revenue and CSA, totaled \$17.3 million, ensuring resources were available to meet the diverse needs of children in care.

- **Operational Expenses:** Operational expenses reached \$6.6 million, representing an 14% increase from the prior year. This increase reflects strategic investments in staffing, professional development, and service delivery enhancements.
- **Child Maintenance Expenses:** Child maintenance expenditure totaled \$18.1 million, an 11% increase from the previous year, with an average daily cost per child of \$101.55. These expenditures highlight the agency's responsiveness to rising needs and increasing placement complexities.
- **Deficit Management and Liquidity:** The agency ended the year with a deficit, consistent with recent years. This outcome reflects deliberate investments to strengthen services, meet mandated services and build organizational capacity. Importantly, liquidity was maintained throughout the year, ensuring uninterrupted delivery of services and ongoing support for children and families.
- **Updating Finance Policies and Procedures:** Finalize the Finance Policy and Procedure Manual to reflect current best practices, ensuring clarity, transparency, and consistency in financial operations across the agency.
- **Supporting strategic funding initiatives:** Work closely with the Executive Director and the Board to engage the province by providing clear, timely, and transparent financial reporting. Our aim is to demonstrate the rising costs of mandated services and the growing needs of children in care, to advocate for increased resources within the Single Envelope Funding model.
- **Preparing for potential organizational adjustments:** Provide financial guidance and support for any future organizational restructuring, particularly related to funding transfers for children in care, ensuring decisions are informed, responsible, and aligned with our mission.

Overall, the results highlight the Finance team's ability to balance fiscal responsibility with mission-driven priorities. Through careful monitoring, strategic allocation of resources, and strengthened internal controls, the agency continues to safeguard its financial stability, remain resilient despite funding pressures, and advance its commitment to our indigenous children and families.

Looking Ahead – Fiscal Year 2025-2026

As we move into the next fiscal year, our focus remains on strengthening financial management while ensuring that every decision supports our mandated services and the well-being of the children and families we serve. Key priorities include:

- **Optimizing the Single Envelope Funding model:** Continue refining the funding framework to ensure resources are allocated efficiently, effectively, and in a manner that directly supports high-need cases and essential services.

Finance team will continue to play a collaborative role in enabling the agency to deliver high- quality, stable, and effective services to Indigenous children and families, reinforcing our commitment to integrity, accountability, and care.

I look back on this year, what stands out most to me is the privilege of working alongside such remarkable people. I am profoundly grateful to lead a Finance team whose dedication and resilience shine through in everything they do. Ruby, Roselle, Rea, and Karen are more than colleagues, they are my trusted partners who bring heart, professionalism, and teamwork into every challenge, ensuring that even under financial pressures, Indigenous children and families continue to be cared for and supported.

My gratitude extends far beyond my own team. To our Board, management, supervisors, admin staff, and especially our frontline workers, thank you. The work you carry on each day is not easy. It goes beyond numbers, memos, forms, and schedules. You carry the hopes, struggles,

and well-being of the families we serve, often in ways that go unseen. Yet your passion, compassion, and determination never fail to inspire me.

Being part of this agency has shown me what it truly means to serve with purpose. We are not just balancing budgets or closing books, we are building stability, creating opportunities, and walking alongside families in their journeys. That is something deeply meaningful, and I am humbled to play even a small role in it.

I am especially proud that our work embodies the Seven Teachings: Love, Truth, Wisdom, Courage, Humility, Honesty, and Respect. These

teachings are not just words, they are lived out in the way we support one another, the way we stand with families, and the way we carry forward our mission with integrity and care.

With the strength of this team, and the guidance of the Seven Teachings, I am confident we will continue to navigate challenges, embrace new opportunities, and uphold our mission with purpose, compassion, and hope for the future.

Thank you/Miigwetch,

Cathy Herrera
Director of Finance



Artwork completed by Animikii child, age 11

Gratitude

INDEPENDENT AUDITOR'S REPORT



Management's Responsibility

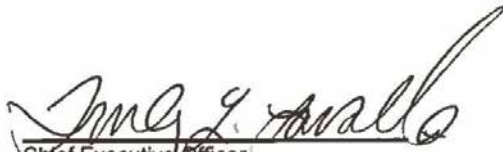
To the Members of Animikii-Ozoson Inc.:

Management is responsible for the preparation and fair presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations and ensuring that all information in the annual report is consistent with the financial statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed primarily of Directors who are neither management nor employees of the Organization. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Organization's external auditors.

MNP LLP is appointed by the Members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.


Chief Executive Officer
Chief Financial Officer



Independent Auditor's Report

To the Members of Animikii-Ozoson Inc.:

Opinion

We have audited the financial statements of Animikii-Ozoson Inc. (the "Organization"), which comprise the statement of financial position as at March 31, 2025, and the statements of operations, 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 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.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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 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.

MNP LLP

True North Square

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MNP.ca

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.

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

September 15, 2025

MNP LLP

Chartered Professional Accountants

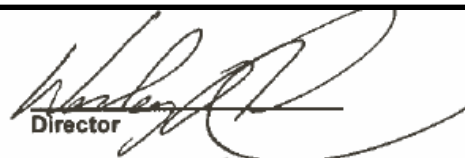
Animikii-Ozoson Inc.
Statement of Financial Position

As at March 31, 2025

	2025	2024
Assets		
Current		
Cash (Note 3)	3,735,140	6,443,791
Accounts receivable (Note 4)	210,152	267,014
Short term investment (Note 5)	50,000	35,000
Prepaid expenses and deposits	56,158	56,079
	4,051,450	6,801,884
Capital assets (Note 6)	413,109	188,878
	4,464,559	6,990,762
Liabilities		
Current		
Accounts payable and accruals (Note 7)	1,633,030	1,316,863
Deferred contributions (Note 8)	2,664,679	4,363,248
Working capital advances (Note 9)	-	334,445
	4,297,709	6,014,556
Net Assets		
Investment in capital assets	413,109	188,878
Unrestricted (deficit)	(246,259)	787,328
	166,850	976,206
	4,464,559	6,990,762

Approved on behalf of the Board of Directors


 Director


 Director

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Operations

For the year ended March 31, 2025

	2025	2024
Revenue		
Southern First Nations Network of Care		
Operations Core	1,229,565	1,081,045
Operations Protection	3,970,317	4,035,515
Operations Prevention	525,801	455,741
Operations Other	75,024	79,403
	5,800,707	5,651,704
Province of Manitoba		
Province of Manitoba - Maintenance	13,235,804	12,359,159
Province of Manitoba - Agency Allowance	310,664	208,980
Miscellaneous	235,416	131,220
	13,781,884	12,699,359
Childrens' Special Allowance		
CSA Provincial	3,500,908	2,307,793
Other		
Investment income	501,903	520,032
External Agency Billings	192,111	359,364
Education and training	28,819	45,237
Jordan's Principle	62,981	101,929
	785,814	1,026,562
Total revenue	23,869,313	21,685,418

Continued on next page

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Operations

For the year ended March 31, 2025

	2025	2024
Total revenue <i>(Continued from previous page)</i>	23,869,313	21,685,418
Core Operations		
Salaries	950,477	880,075
Benefits	148,249	145,119
Operating	1,101,131	900,434
Audit expense	24,000	24,000
Board of Directors expense	46,494	22,975
Insurance	110,238	103,519
Legal	14,382	17,508
Training	8,396	15,204
Travel	16,027	5,597
	2,419,394	2,114,431
Protection		
Salaries	2,950,454	2,601,852
Benefits	425,092	388,203
Operating	45,731	39,336
Training	6,010	14,463
Travel	147,273	112,607
Purchased services	289,720	205,750
Contracted resources	55,537	30,453
	3,919,817	3,392,664
Prevention		
Salaries	115,273	115,357
Benefits	13,091	14,948
Operating	390	750
Training	202	179
Travel	1,288	1,005
Purchased services	82,366	92,044
Contracted resources	8,367	9,786
	220,977	234,069
Province of Manitoba		
Agency Allowance	310,664	208,980
Child maintenance	15,000,064	14,361,377
	15,310,728	14,570,357
Childrens' Special Allowance		
CSA Provincial	2,703,996	1,588,044
External Agency Maintenance		
EA maintenance	103,757	274,128
Total expenses	24,678,669	22,173,693
Deficiency of revenue over expenses	(809,356)	(488,275)

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Changes in Net Assets
For the year ended March 31, 2025

	<i>Investment in capital assets</i>	<i>Unrestricted</i>	2025	2024
Net assets, beginning of year	188,878	787,328	976,206	1,464,481
Deficiency of revenue over expenses	-	(809,356)	(809,356)	(488,275)
Amortization of capital assets	(102,693)	102,693	-	-
Purchase of capital assets	326,924	(326,924)	-	-
Net assets, end of year	413,109	(246,259)	166,850	976,206

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Cash Flows
For the year ended March 31, 2025

	2025	2024
Cash provided by (used for) the following activities		
Operating		
Cash received from funders	21,391,592	21,677,909
Cash paid to suppliers	(19,647,122)	(17,939,261)
Cash paid to employees	(4,602,636)	(4,145,555)
Cash paid for interest	(10,464)	(8,529)
Interest received	501,903	520,032
	(2,366,727)	104,596
Investing		
Purchase of short term investments	(15,000)	-
Purchase of capital assets	(326,924)	(28,725)
	(341,924)	(28,725)
Increase (decrease) in cash resources	(2,708,651)	75,871
Cash resources, beginning of year	6,443,791	6,367,920
Cash resources, end of year	3,735,140	6,443,791

The accompanying notes are an integral part of these financial statements



Artwork completed by Animikii child, age 9

GRATITUDE

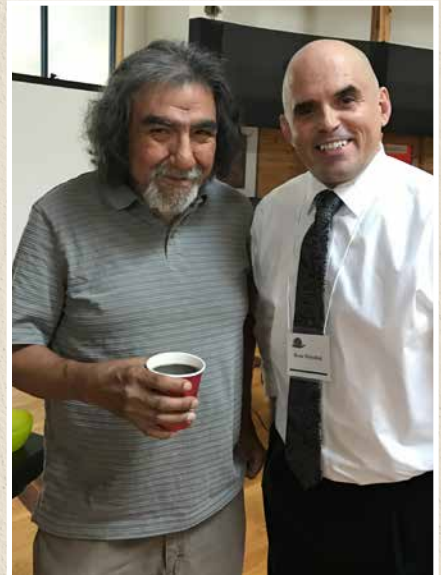
THROUGH THE YEARS



THROUGH THE YEARS



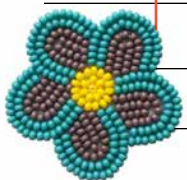
THROUGH THE YEARS



THROUGH THE YEARS



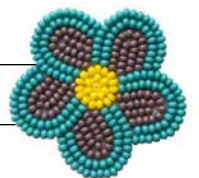
NOTES



GRATITUDE

NOTES

GRATITUDE



RECOGNIZING
20
YEARS

PROVIDING SERVICES TO
CHILDREN & FAMILIES



**Animikii Ozoson
Child and Family
Services Inc.**

3-313 Pacific Avenue
Winnipeg, Manitoba
R3A 0M2

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