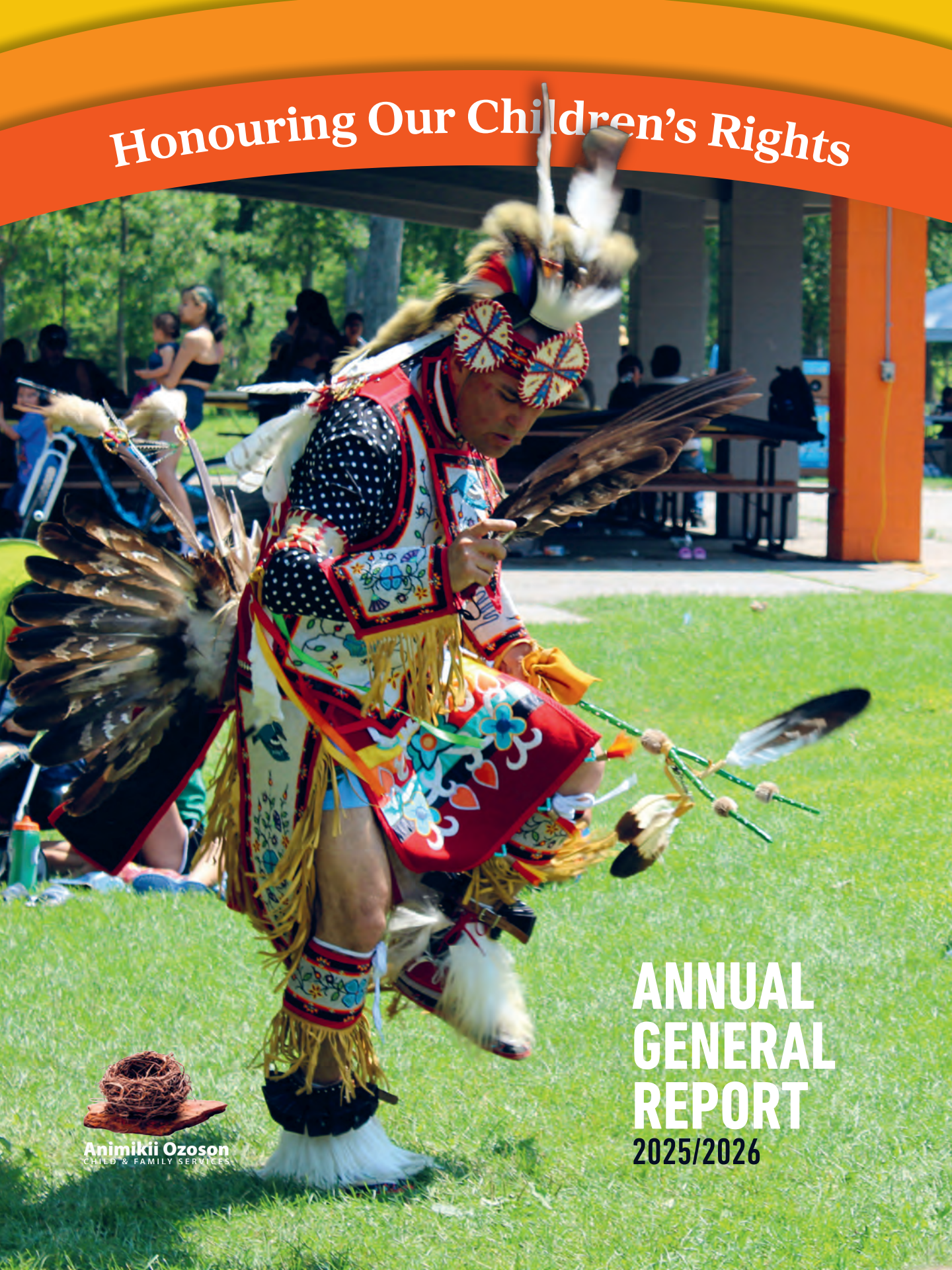
Honouring Our Children's Rights



Animikii Ozoson
CHILD & FAMILY SERVICES

ANNUAL GENERAL REPORT
2025/2026



Grandmother Drum

Mashkode-Bizhiki Biijibatoo (Running Buffalo)

TABLE OF CONTENTS

Message From The President
Chair Of The Board Of Directors 4

Message From The Executive Director 8

Vision Statement 14

Mission Statement..... 15

Core Values 17

Organizational Chart..... 18

Programming for Youth and Young Adults..... 20

Family Enhancement Prevention/
Preservation Programs..... 22

Outstanding Foster Parent Recognition 23

Executive Assistant and
Cultural Engagement Activities 25

Services To Children And Families..... 26

Alternative Care 44

Quality Assurance 45

Human Resource Manager 49

Information Technology 51

Finance 52

Independent Auditor's Report..... 56



Front cover photo courtesy of Iskatewizaagegan
(Shoal Lake No. 39) First Nation, Ontario.



Wesley Nelson,
Board President/Chair
Northwest Angle #33 FN



Marlyn Bennett,
Board Treasurer
Sandy Bay Ojibway Nation



Sue Hudson,
Board Member
Winnipeg, MB



Maria Morrison,
Board Member
Big Grassy River FN



Rodney Howe,
Board Member
Lac Seul FN



Cindy Morrison,
Board Member
Big Grassy River FN



Rene White,
Board Member
Naotkamegwanning FN
(Whitefish Bay FN)

MESSAGE FROM THE PRESIDENT/CHAIR OF THE BOARD OF DIRECTORS, WESLEY NELSON

The Board of Directors is pleased to present our 2025-2026 Animikii Ozoson Child and Family Services Agency Annual Report. Our theme this year reflects on Honouring Our Children's Rights. 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 lobbied the province to establish a stand-alone FN agency under the (then new) Southern FNCFS Authority to be solely responsible for Ontario FN children. The position was strong enough that the provincial government supported this approach.

The agency continues to secure as an accountable and transparent reputable agency within the sector. As a governing body we 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 steadfast in this work simultaneously navigating new and exciting approaches aligning with both First Nation section 35 right holders, federal and provincial legislative changes. We are working to continue maintaining integrity and transparency through solidifying strong agency governance structure, compliance with laws, supporting operational policies and procedures that promote accountability and transparency and professionalizing our workforce. Funding from the provincial single envelope model has proven to be very challenging for our agency. The funding we receive does not meet the reality of maintenance costs our children and families require. The agency is running a growing deficit primarily derived from unfunded maintenance costs. The Board supports endeavours employed by the agency to address deficit while at the same time ensuring our children are protected and preserved with family and community. Our co-existence occurs under the guidance of our agency's ceremonial sacred bundle by ensuring the preservation of our grandmother drum, pipe and cultural leaders.

I have been the President since September 22, 2022. I've had the honour of participating in numerous Indigenous Governing Body events



and leading cultural approaches for staff. These experiences have educated me on how this landscape is rapidly changing and what is necessary for the governance of change for Animikii, at the same time, evolving relationships that achieve balance within a system that is new and experiencing "growing pains". 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.

The AOCFS Board of Directors proudly recognized Dr. Marlyn Bennett for 20 years of dedicated service on the Board. We are deeply grateful for your longstanding commitment and invaluable contributions to AOCFS. Thank you for two decades of exceptional dedication since the beginning of Animikii.

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 land hunting and fishing. I am traditional and partake in many Indigenous cultural events. Most of my career has been in federal corrections and law enforcement.

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.







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 2025-2026 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 acknowledge all our children and families we 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 "Honouring Our Children's Rights". The main thrust of our service delivery entails working closely with our Ontario First Nations Indigenous Governing bodies mainly through their 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 that we are mutually 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 responsibility when providing support and to the FN community members in Winnipeg.

Further trailblazing work is the establishment of an Interprovincial Coordination Agreement between Wabaseemoong FN, the province

of Manitoba and federal government. Wabaseemoong FN in Ontario already has their own law which coincides with the *An Act respecting First Nations, Inuit and Métis children, youth and families.* The FN is exercising their right to bring their law into Manitoba. We look forward to working with the community in this major legislative change.

As of March 31, 2026, AOCFS provided services to families and children belonging to 56 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 slight decrease in the number of children in care, but a 6% increase over the last 5 years (does not include AYAs) ; 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; children being transferred from other First Nations preparing for "drawdown" of their imminent law 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 enough the requirement that the province must ensure the children's provincial maintenance dollars follow the children that are transferred with subsequent operational dollars to manage the cases.

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 course of these landscape changes but at the same time ensuring children and families are safe and stable. There has been an apparent slow down of Bill C92 work at the headquarters' level in conjunction with the federal work on the First Nation child welfare long term reform work across the country. These federal movements and subsequent provincial alignments coupled with the current day to day work required at the ground level to support vulnerable children and families has resulted in the need to closely navigate protective/preventative services by ensuring balance between all levels of authorities while at the same time ensuring children "do not fall through the cracks".

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. Subsequently, other amendments were introduced in October 2024 under the new agreements of Kinship, Customary



From left to right: Kevin Clowes (IT/Building Maintenance) Ryan Woychuk (Director of Services); Trudy Lavallee (Executive Director); Kristy Scott (Human Resources Manager); Cathy Herrera (Director of Finance); Jodi Brown (Manager of Quality Assurance, Policy and Training). Missing from picture: Theresa Bayer, Executive Assistant.

and Voluntary Care. The agency received funding to administer the new agreements. For this past year Animikii has secured 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 4 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. It has been a challenging process to address with our provincial funder and legislative authority.

We will be entered into new Collective Agreement preparation and union negotiations the fall of 2025 to renew our Collective Agreement between Animikii and Manitoba Government and General Employees' Union Local 443. Our agreement expired 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, 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.

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!

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,
O.M., HBSW, BA, RSW
Executive Director

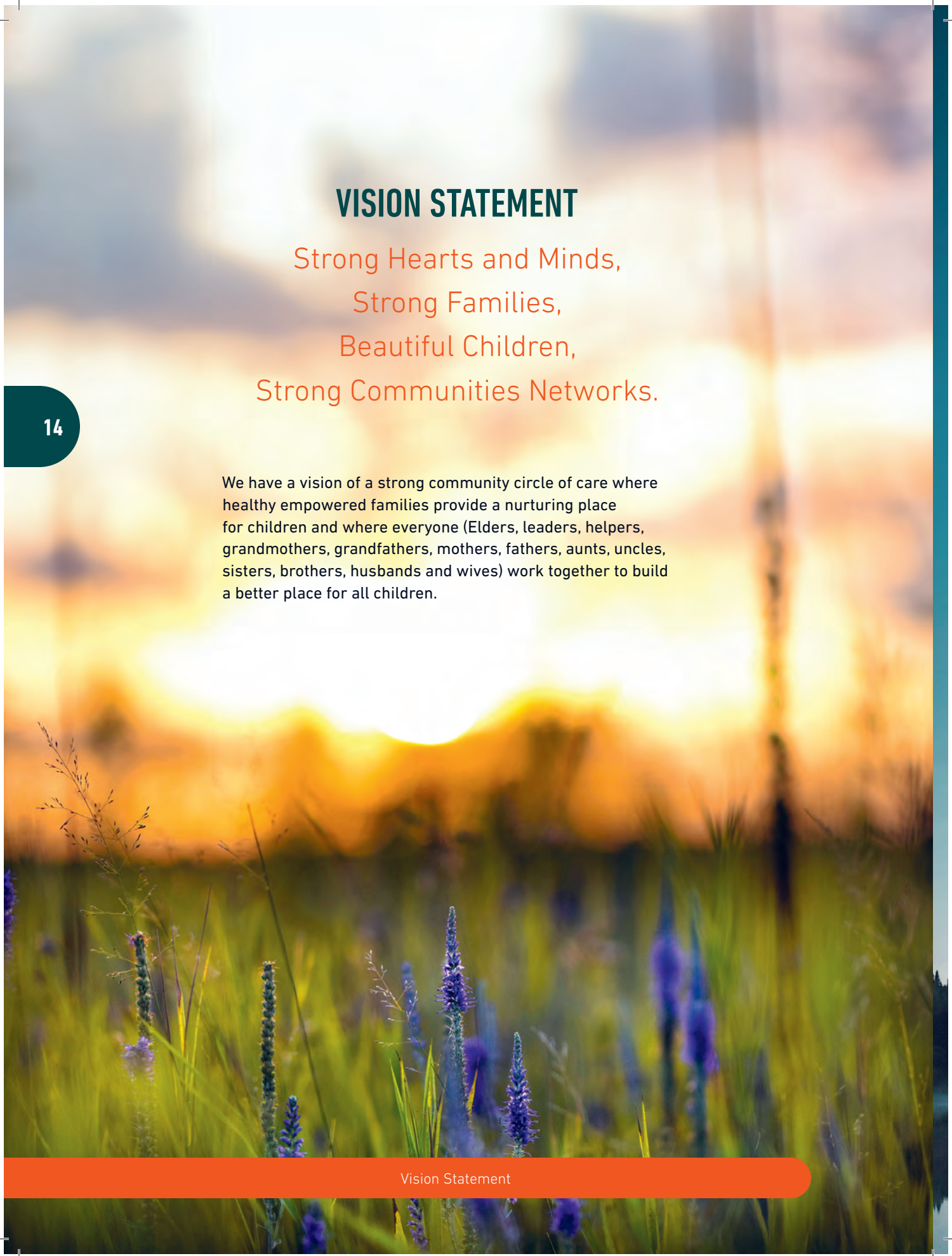




VISION STATEMENT

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.

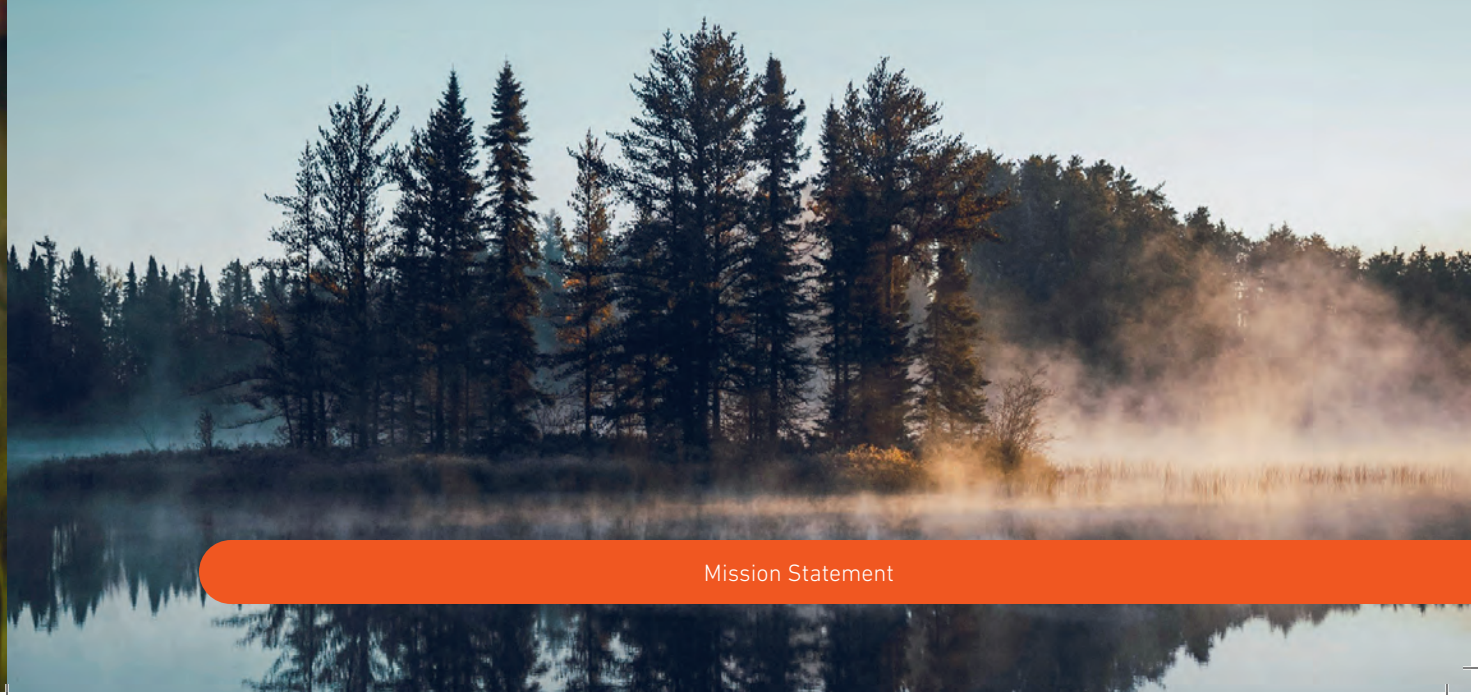


MISSION STATEMENT

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.



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.

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





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



Honesty:
Be transparent, open, clear and act with integrity.



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.

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CORE VALUES

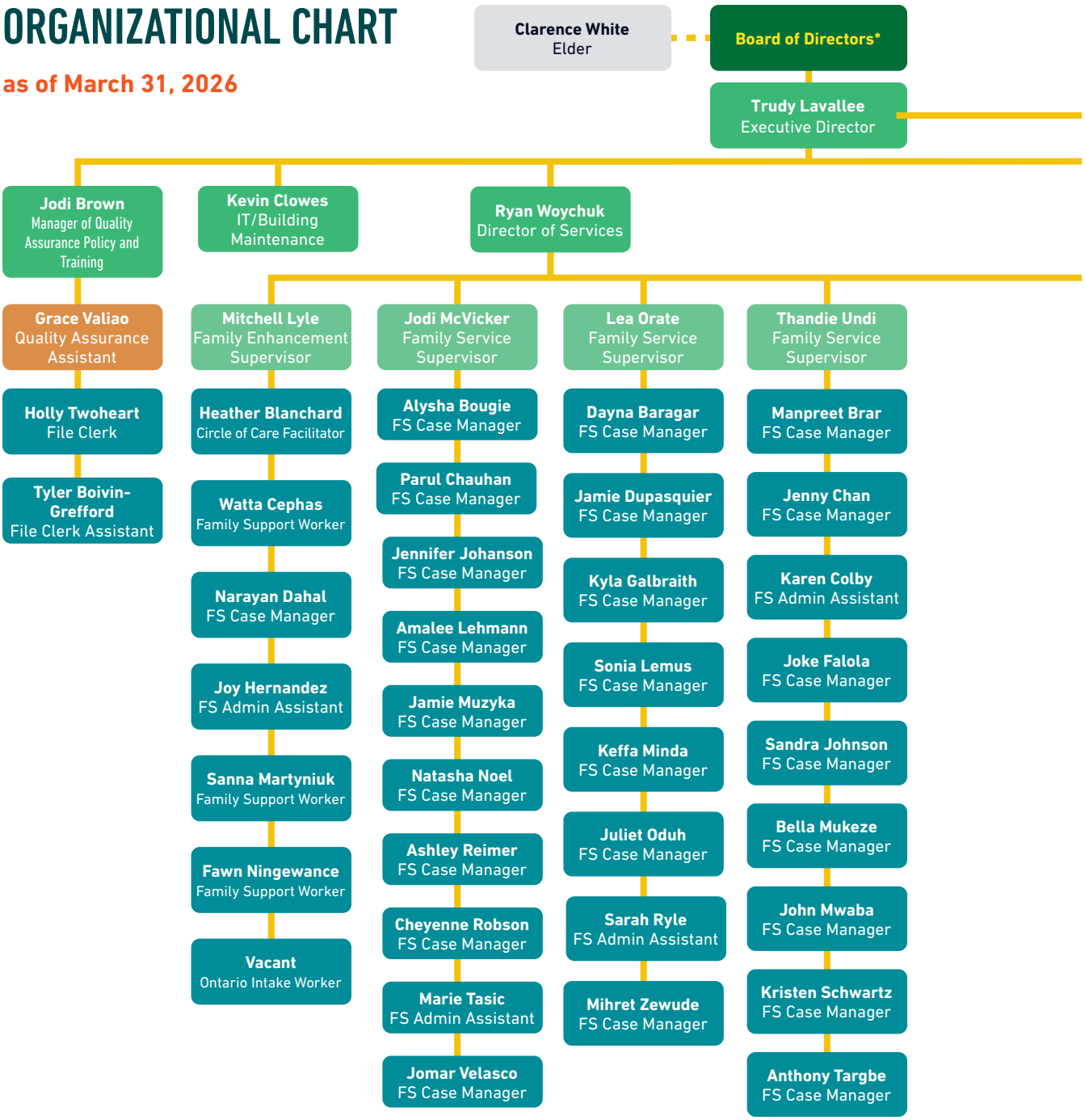
Goals of Service Provision:

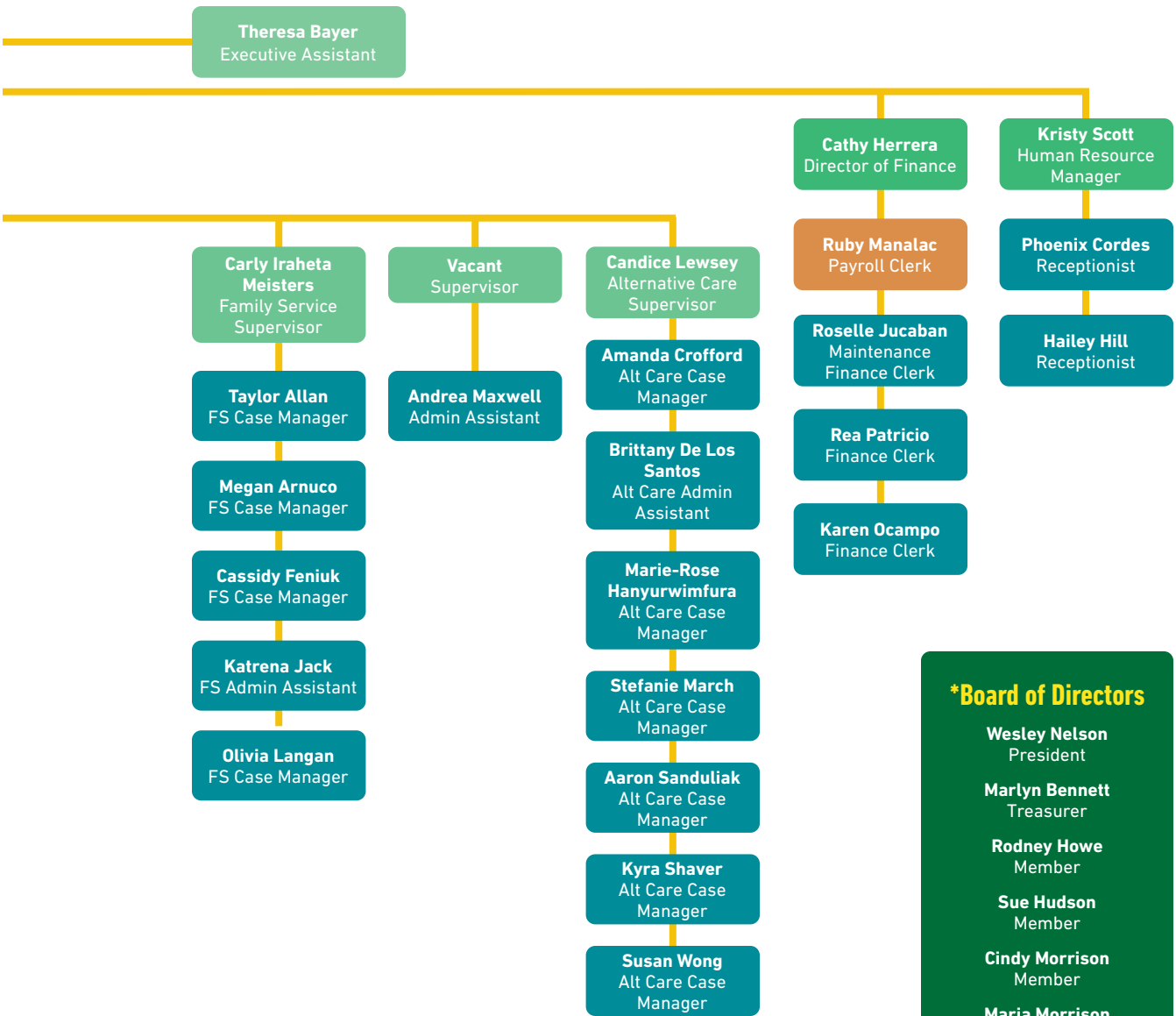
- To deliver culturally appropriate services to families and children
- To take a "least disruptive measures" approach to intervention, delivering services from an orientation and philosophy of prevention and support
- To provide family support services with a view to keeping families together
- To provide 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 sibling 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



ORGANIZATIONAL CHART

as of March 31, 2026





*Board of Directors

Wesley Nelson
President

Marlyn Bennett
Treasurer

Rodney Howe
Member

Sue Hudson
Member

Cindy Morrison
Member

Maria Morrison
Member

Rene White
Member

PROGRAMS FOR CHILDREN AND YOUTH

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 8, 2025, until November 26, 2025:
  - 10 children registered for the program with 10 children who successfully completed the program.
  - 14 mentors selected for the program with 10 mentors who successfully completed the program
- January 21, 2026, until March 11, 2026:
  - 9 children registered for the program, with 9 children successfully completed the program
  - 11 mentors selected for the program with 10 mentors who successfully completed the 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:

- April 28, 2025 - May 2, 2025
- There were 17 youth/young adults registered for the program with 9 youth successfully completing the program.



Youth Job Readiness Training

The purpose of the training is to ensure that our youth or young adults have the job readiness and resources to find a job to support themselves and their families. To help youth and young adults discover and use their strengths to their full potential through a variety of therapeutic approaches, entrepreneurship, leadership skills, and culturally sensitive training. There were 8 sessions of the Youth Job Readiness Training from January 25, 2026 to Mar 15, 2026.

- 16 youth registered for the program with 7 youth successfully attending the training.
- 4 youth or young adults that were provided with training opportunities at Giant Tiger.







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 an 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:

- May 29, 2025 - July 31, 2025; **6 participants**

Healthy Coping

A Healthy Coping program was offered a 9 session program foe 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, etc. This is a safe space for participants to learn and share their stories.

The program was offered the following dates:

- May 27, 2025 - July 29, 2025; **5 participants**

Nobody's Perfect Parenting Program

In collaboration with Sandy Bay Child and Family Services, a *Nobody's Perfect Parenting Program* was offered as a 5-session program to mothers of children from birth to age five. The program is designed to meet the needs of parents who are young, single, socially or geographically isolated, or who have low income or limited formal education offered in communities by facilitators to help support parents and young children.

The program was offered the following dates:

- March 19, 2026 - April 23, 2026; **8 participants**

HONOURING ROSALINE – OUTSTANDING FOSTER PARENT RECOGNITION

With sincere gratitude and honour, we recognize Rosaline James-Decker as this year's Outstanding Foster Parent. Rosaline has demonstrated what it means to be an exemplary caregiver, with unwavering dedication to the children in her care. No matter the circumstance, no matter the hardship, Rosaline endures. She maintains a warm, loving home that is full of joy, dancing, laughter, and deep connection. Rosaline is a light in the lives of the children she cares for.

As a parent, an advocate, an essential member of our circle of care, Rosaline understands our children, particularly those with disabilities and higher support needs. Whether a child needs a specific diet, has a particular routine, or communicates differently, Rosaline is ever patient, and she consistently provides the right care. She recognizes the unique needs of each child in her care and accommodates. Rosaline is an attuned caregiver, who values quality of life.

Notably, Rosaline's goals are aligned with that of the agency. She recognizes the importance of keeping our children connected to their



Indigeneity: their culture, their traditions, and their families. Rosaline contributes to the preservation of the Indigenous identities of our children.

For her investment, for her time and energy, and for loving our children as her own, the agency extends heartfelt appreciation for Rosaline as an outstanding caregiver.

HONOURING VIRGINIA AND JONATHAN BRAUN – OUTSTANDING FOSTER PARENT RECOGNITION

It is our honour to recognize Virginia and Jonathan Braun as this year's Honorary Foster Parents. Throughout their fostering journey with our Agency, they have demonstrated unwavering dedication, compassion, and commitment to the well-being of the children in their care.

Virginia and Jonathan began their fostering journey in 2017 by welcoming a sibling group of five into their home, creating a nurturing environment that allowed the children to remain together and maintain their important family connections. From the outset, they have provided consistent love, support, and advocacy, recognizing and responding to each child's unique strengths, needs, and challenges.

Over the years, Virginia and Jonathan have remained deeply committed to the children in their home. In June 2026, they celebrated the eldest child's graduation and supported their transition into young adulthood, while continuing to offer a welcoming and supportive home. They have embraced the children as members of their family and fostered an environment where the children's biological parents feel respected, included, and valued. By welcoming the parents into their home and building positive relationships with them, they have helped preserve meaningful family connections and supported the children in maintaining strong relationships with their parents.



Virginia and Jonathan's ability to provide a safe, loving, and supportive environment where children are nurtured to grow, develop, and exemplifies the true spirit of foster care. Their commitment extends beyond meeting the day-to-day needs of the children; they have created a sense of belonging, stability, and family that has had a lasting impact on the lives of those in their care.

We are proud to recognize Virginia and Jonathan for their ongoing dedication, positivity, and unwavering commitment to the long-term well-being of the children in their home. The difference they have made is immeasurable, and their contributions are deeply valued and greatly appreciated by the Agency.

EXECUTIVE ASSISTANT & CULTURAL ENGAGEMENT ACTIVITIES



As Executive Assistant at AOCFS, I coordinate agency-wide events, cultural activities, and staff engagement initiatives that strengthen relationships and celebrate Indigenous culture.

I organize our annual Christmas Party for families, which welcomed more than 500 guests last year, and coordinate our seasonal Solstice and Equinox ceremonies featuring Elder teachings, drumming, potlucks, and medicine box presentations for new staff.

Each year, I coordinate a cultural camp for foster parents and their children. While caregivers participate in cultural teachings, children take part in activities such as crafts, games, and swimming. Moving forward, we hope to expand these opportunities so that cultural connections are available throughout the year rather than being limited to an annual event.

We would like to acknowledge our Knowledge Keepers, Gramma Shingoose and Lee Gott, for their guidance and presence in our agency's cultural activities throughout the year. We would also like to extend our sincere appreciation to Coco Stevenson, Wes Nelson, and his crew for their ongoing support and contributions to these events.

I also lead our annual Children's Picnic, which includes crafts, bouncy castles, snow cones, a mini powwow, dancers, and a candy scramble. This year, we welcomed the Smoke Sisters, founders of Nina Waste Events, a growing Indigenous-owned business dedicated to bringing people together through fun, connection, and community engagement. Their interactive activities added excitement to the day and were enjoyed by children, families, and staff.

To recognize staff dedication, I help organize Social Work Month, including Spirit Week activities that promote appreciation, wellness, and team building. Throughout the year, I also coordinate seasonal and cultural celebrations such as Ribbon Skirt Day, Orange Shirt Day, Halloween, Christmas, and Easter.

Through these initiatives, I support cultural learning, community engagement, and staff appreciation while contributing to AOCFS's commitment to Indigenous values, healing, and belonging.

Theresa Bayer

SERVICES TO CHILDREN AND FAMILIES



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 changes 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 Nation's 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., default, agency "draw down" own child welfare law, 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, 2026, 72% 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 14 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.



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).

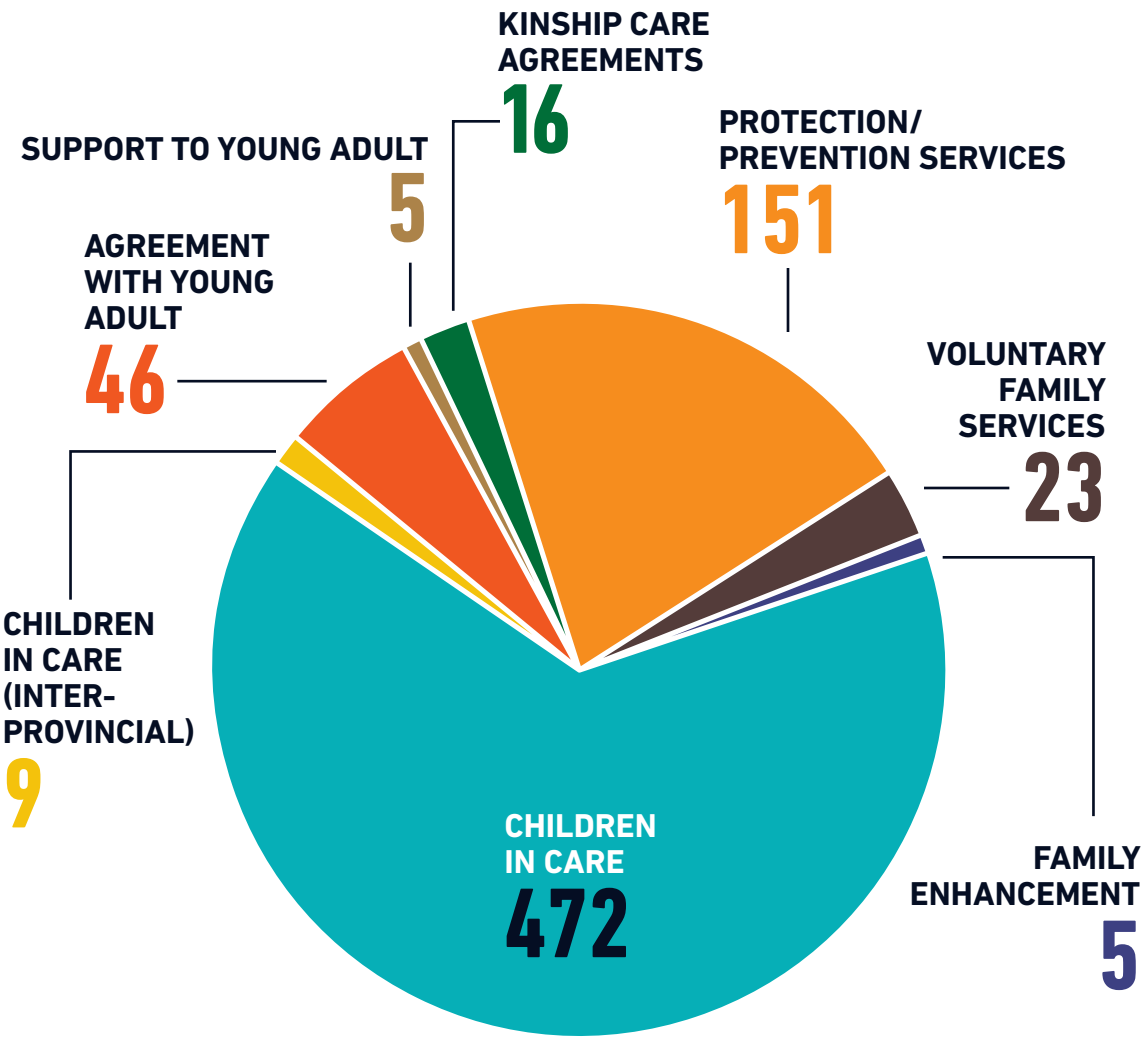
The Family Service Units are responsible for providing mandated preservation and protection services to children and families in collaboration with Ontario First Nations communities, Indigenous Governing Bodies and sister agencies.

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, 2026, the Agency's case count, all-inclusive was 651; 179 family service files (inclusive), 472 children-in-care (including 9 courtesy supervision CS cases), 46 young adults on Agreement with Young Adult, and 5 young adults on Supports to Young Adults. Out of the 179 family service files, 151 were receiving protection services (PRT), 23 were receiving Voluntary Services (VFS), 5 were receiving Family Enhancement (FE) services. Additionally, there were 26 children under a Kinship Care Agreements (KCA); equating to 16 KCAs.



AOCFS Case Count 2025/2026



SERVICES TO FAMILIES AND CHILDREN

Fiscal Year	2021/22		2022/23		2023/24		2024/25		2025/26	
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		1		0		0		0
Voluntary Family Service		21		23		21		21		23
Family Enhancement		15		10		7		7		5
Protection		136		122		132		150		151
Children in Care		360		373		392		405		391
Children in Care – Supervision		14		12		11		11		9
Agreement with Young Adults		58		56		57		53		46
Supports to Young Adults		0		5		17		28		5
Adoption		0		0		0		0		0
Foster Care Management		144		132		142		138		139
Kinship Care Agreement										16

FAMILY SERVICE FILES PER COMMUNITY SERVED

At the end of March 31, 2026, the Agency provided services to 179 families. Out of the 179 families receiving services from the Agency, 129 (72%) 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)	8
Bearfoot Onondaga FN	1
Bearskin Lake FN	2
Deer Lake FN	6
Eabametoong FN (Fort Hope FN)	4
Flying Post FN	1
Fort Severn FN	2
Ginoogaming FN (Long Lake #77 FN)	1
Iskatewi-zaaga'iganiing 40 FN (Shoal Lake #40)	7
Iskatewizaagegan 39 Independent FN (Shoal Lake #39)	3
Keewaywin FN	2
Ketegaunseebee FN	1
Kiashke Zaaging Anishinaabek (Gull Bay FN)	5
Long Lake #58 FN	5
Migisi Sahgaigan FN	1
Mishkeegogamang FN (Osnaburgh FN)	1
Moose Cree FN	1
Musk-kosiminiziiging	2
Muskrat Dam FN	1
Naotkamegwanning FN (Whitefish Bay FN)	4
Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	18
North Spirit Lake FN	7
Northwest Angle #33 FN	3
Obashkaandagaang Bay FN (Washagamis Bay FN)	2
Obishikokaang FN (Lac Seul FN)	9
Ojibways of Onigaming FN	1
Rainy River FN	1
Seine River FN	3
Temagami FN	1
Tyendinaga Mohawk Territory (Mohawks of the Bay of Quinte FN)	1
Upper Cayuga FN	1
Wabaseemoong Independent Nation (Whitedog FN)	12
Wabauskang FN	2
Wauzhushk Onigum FN (Rat Portage FN)	1
Whitesand FN	2
Wunnumin Lake	1
TOTAL	**129**

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

British Columbia First Nation Communities	
Kitasoo Xai'xais Nation	1
TOTAL	**1**

Saskatchewan First Nation Communities	
Kitasoo Xai'xais Nation	1
TOTAL	**1**

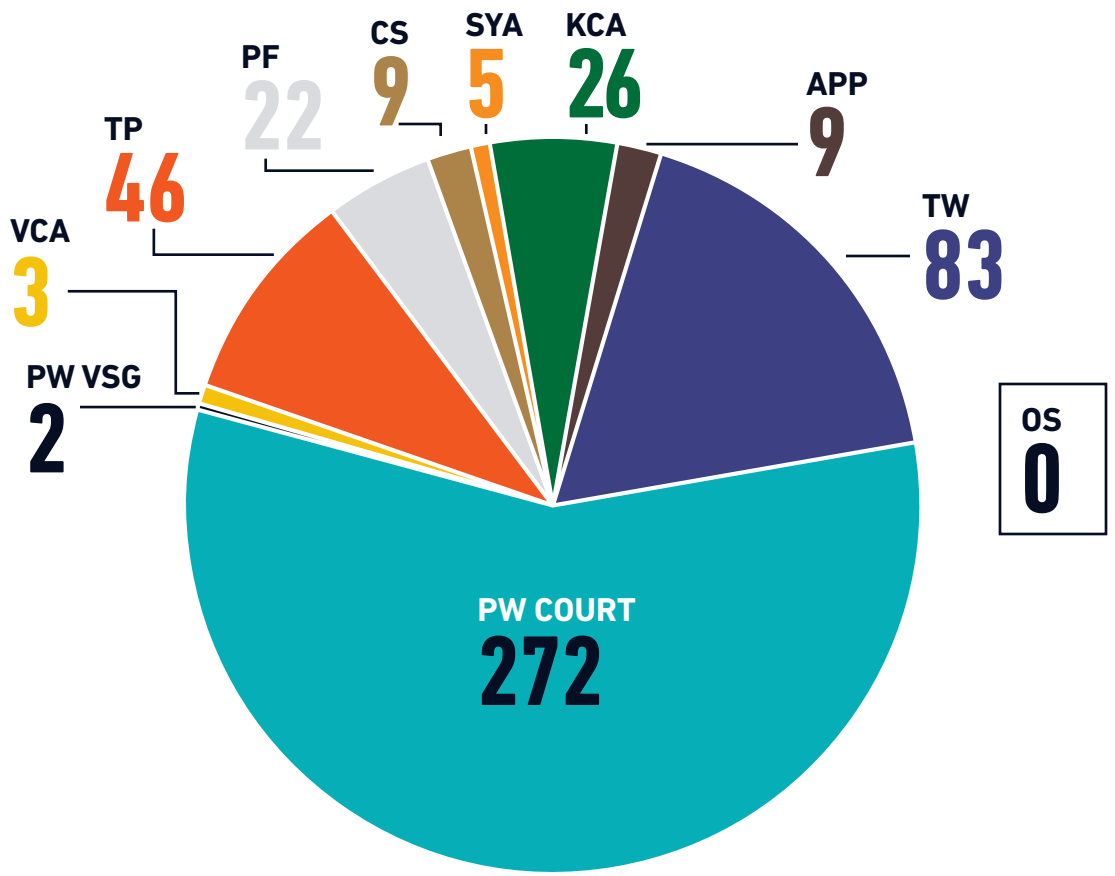
Yukon Territories First Nation Communities	
Kwanlin Dun FN	1
TOTAL	**1**

Other	
Metis	13
Not Aboriginal	8
Not Determined	2
TOTAL	**23**

GRAND TOTAL	**179**

SERVICES TO CHILDREN, YOUTH AND ADULTS

As of March 31, 2026, the Agency reported 472 children, youth, and young adults receiving services. Out of the 472 children, youth, and young adults receiving services, 46 were adults on an extension of services, and 9 were children in care from different provinces receiving courtesy supervision services (9 children in care with Ontario). 5 Young adults on SYA were not counted since they don't have an open file per legislation at the end of the fiscal year.



PW COURT – Permanent Ward Court Ordered
PW VSG – Permanent Ward: 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
KCA – Kinship Care Agreement
APP – Apprehension
TW – Temporary Ward

SERVICES TO CHILDREN, YOUTH AND ADULTS

Fiscal Year	2020/21		2021/22		2022/23		2023/24		2024/25		2025/26	
Legal Status	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov	Fed	Prov	**Fed**	**Prov**
Apprehension (APP)		10		7		4		15		11		9
Temporary Ward (TW)		25		21		25		45		60		83
Perm. Ward: Court (PW: Court)		312		309		335		321		292		272
Perm. Ward: VSG (PW:VSG)		3		1		2		1		1		2
Voluntary Placement Agreement (VPA)		1		7		2		5		3		3
Transitional Planning (TP)		52		58		56		57		53		46
Petition Filed (TW PF)		14		15		5		5		32		22
Order of Supervision		4		1		1		0		3		0
Courtesy Supervision (Interprovincial Placement Agreements)		14		14		12		11		11		9
Supports to Young Adults (SYA)		0		0		5		17		28		5
Kinship Care Agreement (KCA)										6		26

CHILDREN-IN CARE/YOUTH AND ADULTS PER COMMUNITY SERVED

As of March 31, 2026, the Agency reported 472 children, youth, and young adults receiving services. Out of the 472 children, 9 were children in care from different provinces. Out of the 472 children in care with AOCFS, 338 (72%) have ties to First Nation communities in Ontario.



Ontario First Nation Communities	
Algonquins of Pikwakanagan FN (Golden Lake FN)	3
Animakee Wa Zhing #37 (Northwest Angle #37 FN)	5
Animbigoo Zaagi'igan Anishinaabek FN (Lake Nipigon Ojibway FN)	1
Anishinaabeg of Naongashiing FN (Big Island FN)	12
Aroland FN	1
Asubpeeschoseewagong Netum Anishinabek (Grassy Narrows FN)	19
Bearskin Lake FN	1
Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay FN)	1
Cat Lake FN	1
Chippewas of the Thames FN	1
Couchiching FN	1
Deer Lake FN	20
Eabametoong FN (Fort Hope FN)	7
Flying Post FN	2
Fort Severn FN	3
Fort William FN	1
Iskatewi-zaaga'iganiing 40 FN (Shoal Lake #40)	13
Iskatewizaagegan 39 Independent FN (Shoal Lake #39)	12
Keewaywin FN	10
Kiashke Zaaging Anishinaabek (Gull Bay FN)	7
Kingfisher FN	5
Kitchenuhmaykoosib Inninuwug FN (Big Trout Lake FN)	2
Long Lake #58 FN	11
Marten Falls FN	6
Migisi Sahgaigan FN (Eagle Lake FN)	4
Mishkeegogamang FN (Osnaburgh FN)	15
Musk-kosiminiziibiing FN (Big Grassy River FN)	3
Muskrat Dam FN	4
Naotkamegwanning FN (Whitefish Bay FN)	5
Negaw-zaaga'igani Nitam-Anishinaabe (Sandy Lake FN)	58
North Spirit Lake FN	15
Northwest Angle #33 FN	5
Obashkaandagaang Bay FN (Washagamis Bay FN)	7
Obishikokaang FN (Lac Seul FN)	12
Ojibways of Onigaming FN (Sabaskong FN)	3
Pikangikum FN	4
Poplar Hill FN	2
Rainy River FN	4
Sachigo Lake FN	3
Seine River FN	2
Six Nations of the Grand River	1
Temagami FN	1
Tyendinaga Mohawk Territory (Mohawks of the Bay of Quinte FN)	1
Waabigonii Saaga'igan Anishanaabeg	6
Wabaseemoong Independent Nation (Whitedog FN)	18
Wabauskang FN	2
Wapekeka FN	3
Wauzhushk Onigum FN (Rat Portage FN)	7
Whitesand FN	3
Wikwemikong FN	4
Wunnumin Lake FN	1
TOTAL	**338**

Manitoba First Nation Communities	
Azaadiwi-ziibi Nitam-Anishinaabe (Poplar River FN)	2
Berens River FN	4
Black River FN	6
Bloodvein FN	4
Brokenhead FN	3
Buffalo Point FN	1
Canupawakpa Dakota FN	1
Garden Hill FN	2
Hollow Water FN	3
Kinonjeoshtegon FN (Jackhead FN)	1
Lake Manitoba FN	2
Lake St. Martin FN	2
Long Plain FN	1
Nisichawayasihk Cree Nation	3
Norway House FN	5
Peguis FN	22
Pinaymootang FN	1
Red Sucker Lake FN	8
Roseau River FN	1
Sagkeeng FN	9
Sayisi Dene FN	3
Skownan FN	1
St. Theresa Point FN	3
Tataskweyak Cree Nation (Split Lake FN)	1
Tootinaowaziibeeng FN (Valley River FN)	2
Waywayseecappo FN	1
Wuskwi Sipihk FN	3
TOTAL	**95**

Quebec First Nation Communities	
Kebaowek FN	2
TOTAL	**2**

Saskatchewan First Nation Communities	
Cegakin FN (Carry the Kettle FN)	1
Cote FN	4
Peter Ballantyne Cree Nation	1
Zagime Anishinabek FN (Sakimay FN)	3
TOTAL	**9**

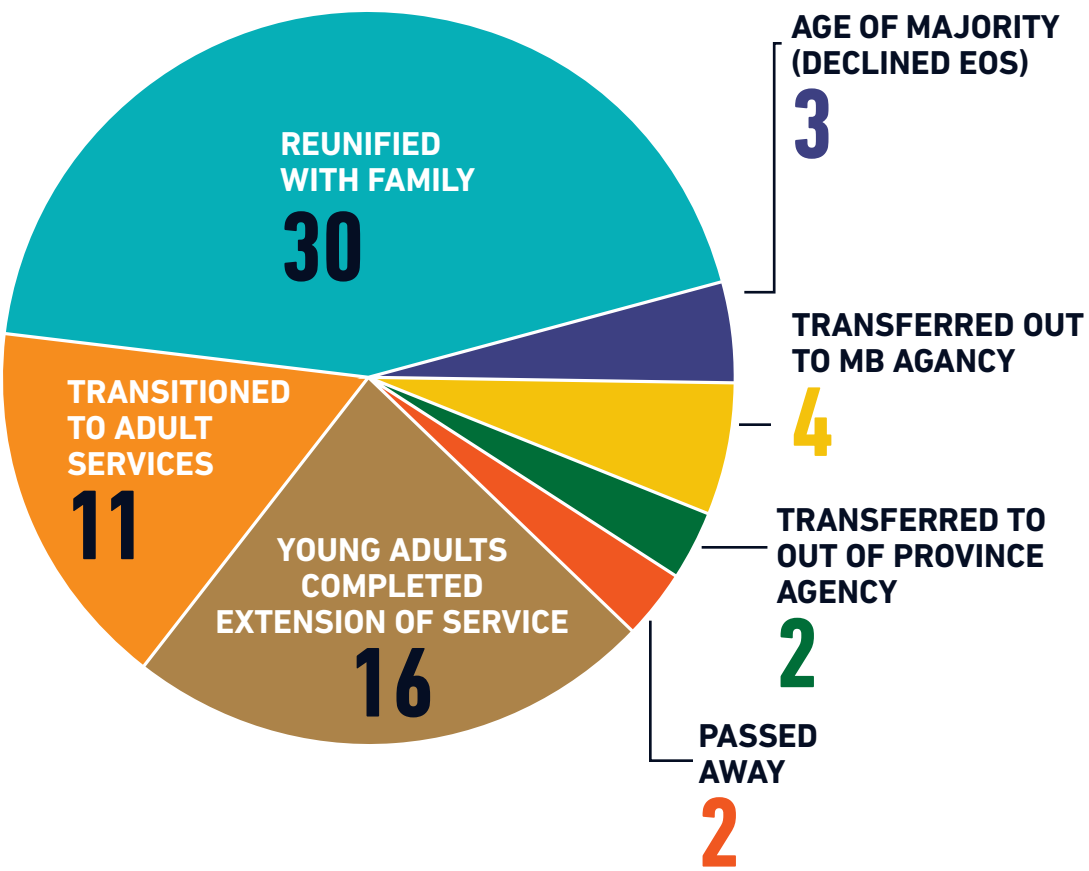
British Colombia First Nation Communities	
Tla-o-qui-aht FN	1
TOTAL	**1**

Other	
Metis	12
Not Indigenous	10
Not Determined	4
TOTAL	**26**

GRAND TOTAL	**472**

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

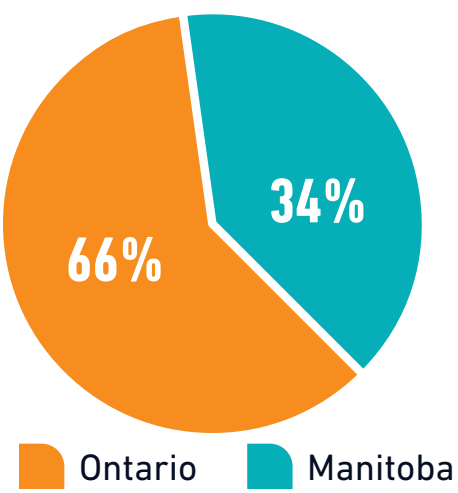
As of March 31, 2026, the agency discontinued services to 36 children in care and discontinued extensions of services with 32 young adults. Out of the 68 children and young adults, 16 have completed/terminated their extension of services, 11 transitioned to adult services, 30 were reunified with family, 3 reached age of majority and declined extension of services from the agency, 2 were transferred to the culturally appropriate out of province CFS agency, 4 were transferred to culturally appropriate agencies within Manitoba and 2 individuals passed away.



NOTICE OF SIGNIFICANT MEASURE (NSM)

As of March 31, 2026, AOCFS provided services to families and children belonging to 56 FN communities in Ontario, overall, 98 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 (2025/2026 Fiscal Year)



	MB	ON	GRAND TOTAL
April 2025	0	2	**2**
May 2025	2	3	**5**
June 2025	1	8	**9**
July 2025	8	4	**12**
August 2025	7	18	**25**
September 2025	2	5	**7**
October 2025	1	9	**10**
November 2025	2	10	**12**
December 2025	3	8	**11**
January 2026	8	13	**21**
February 2026	9	12	**21**
March 2026	9	10	**19**
GRAND TOTAL	**52**	**102**	**154**

From Apr 2025 to Mar 2026, AOCFS sent Notices of Significant Measures (NSMs) regarding 154 children to identified First Nations IGB.

IGB Letters (April 2025 – March 2026)

AOCFS received IGB notification for 7 FN communities in the 2025/26 fiscal year (1 BC, 2 MB, and 4 ON).

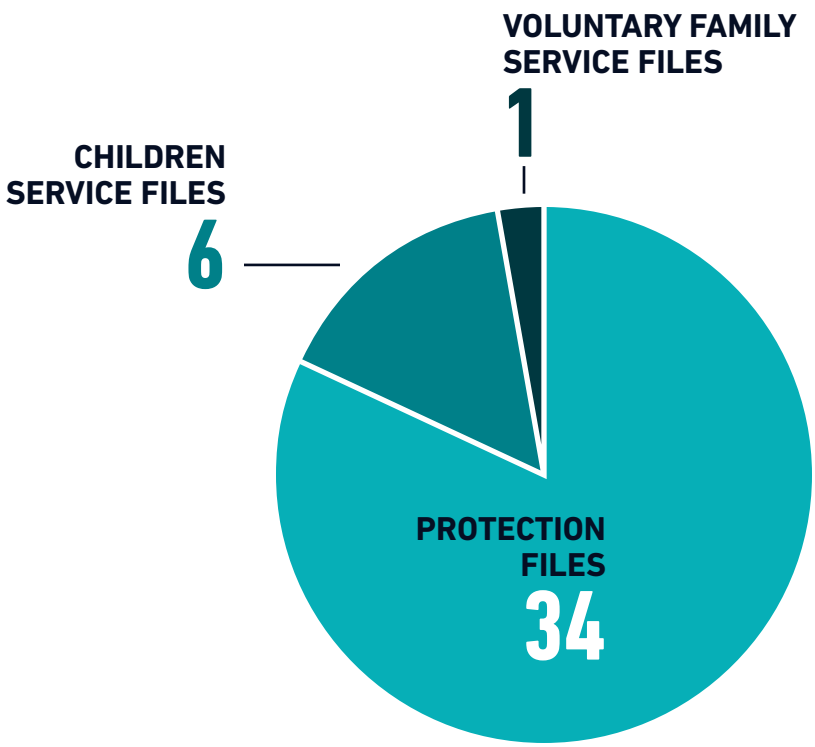
PROVINCE	COMMUNITY	ENGLISH NAME	INDIGENOUS GOVERNING BODY
BC	Kitasoo Xai'xais Nation	Kitasoo Xai'xais Nation	Kitasoo Xai'xais Nation Chief and Council
MB	Brokenhead Ojibway Nation	Brokenhead Ojibway Nation	Brokenhead Ojibway Nation Chief and Council
MB	Lake Manitoba First Nation	Lake Manitoba First Nation	Lake Manitoba First Nation
ON	Aroland First Nation	Aroland First Nation	Aroland First Nation Band Representative Program
ON	Moose Cree First Nation	Moose Cree First Nation	Moose Cree First Nation
ON	Neskantaga First Nation	Neskantaga First Nation	Neskantaga First Nation
ON	Animakee Wa Zhing #37 FN	Northwest Angle #37 FN	Animakee Wa Zhing #37 FN

Indigenous Governing Body Case Reviews

AOCFS continues to build strong relationships through both the FN ON communities Indigenous Governing Bodies (aka Band Representative Program) and the First Nation's child welfare agencies. This is achieved through meaningful partnerships in day-to-day service support for children and families and conducting ongoing case reviews. Between April 1, 2025, to March 31, 2026, AOCFS facilitated 28 case reviews with 13 IGB/Band Representative Programs and FN child welfare agencies.

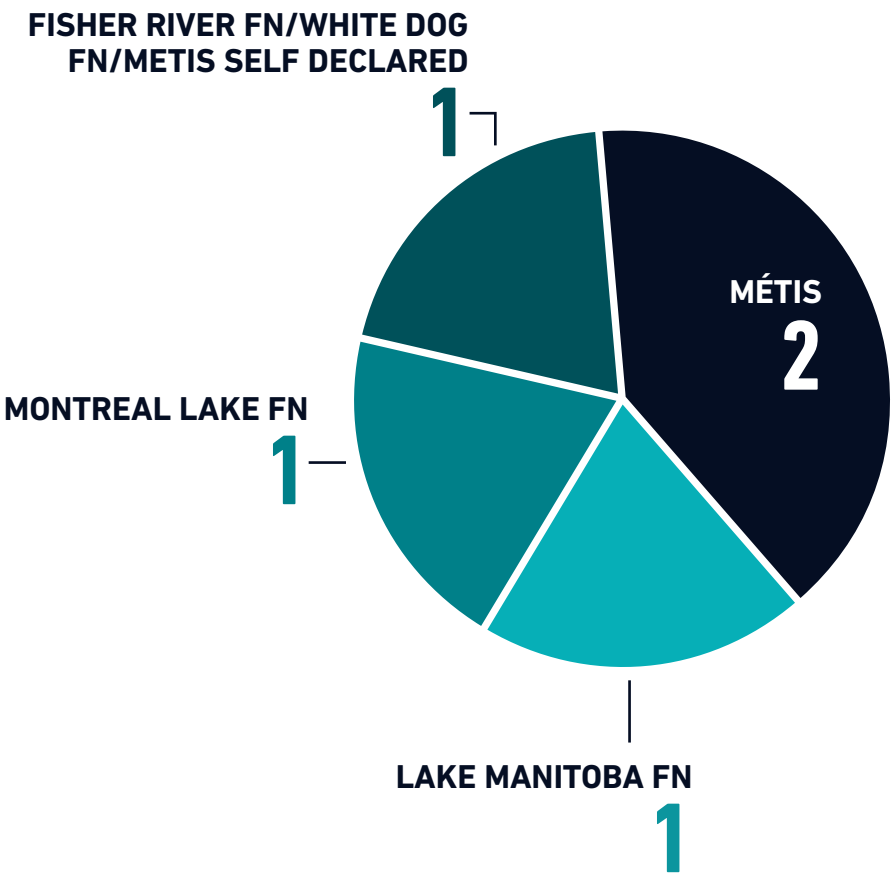
EXTERNAL TRANSFER/REFERALS FOR SERVICE

Most transfers received by AOCFS come from All Nation's Coordinated Response Network (ANCR). As of March 31, 2026, the Agency received a total of 54 external transfers, 39 file transfers (72%) were from ANCR. Out of the 39 files transferred from ANCR, 32 were for Protection files (Prt), 6 Children Service Files (CS), and 1 Voluntary Family Service files (VFS).



DEFAULT TRANSFERS

Out of the 54 external transfers AOCFS received in the 2025-2026 fiscal year, the agency received 5 files (9%) that were transferred by default. 2 of these transfers were from ANCR, 2 from Winnipeg CFS, and 1 from Eastman CFS.



TRANSFERS (PER FISCAL YEAR)

	Prt	CS	VFS	FE	EPS	Sup	Grand Total
2021–2022	**40**	**21**	**3**	**2**	**5**		**71**
ANCR	36	15	3	2	5		61
CFS Central MB	1						1
Eastman Region CFS	1	1					2
Interlake Region CFS	1						1
Winnipeg CFS	1	3					4
Sagkeeng CFS		2					2
2022–2023	**42**	**43**	**9**	**1**	**1**	**1**	**97**
ANCR	40	10	6		1		57
Anishinaabe CFS	1						1
DOCFS				1			1
Eastman Region CFS			2				2
Interlake Region CFS			1			1	2
Winnipeg CFS		1					1
Peguis CFS	1	32					33
2023–2024	**44**	**14**	**6**	**1**	**1**		**66**
ANCR	41	6	6	1	1		55
Eastman Region 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 Region CFS	1						1
Interlake Region CFS	2	1	1			2	6
Winnipeg CFS	2	1					3
Sagkeeng CFS		1					1
2025–2026*	**36**	**14**	**4**				**54**
ANCR	32	6	1				39
Eastman Region CFS	1		3				4
Island Lake FNFS	1	1					2
Winnipeg CFS	2	7					9
Grand Total	**201**	**106**	**26**	**4**	**8**	**3**	**348**

*AOCFS rejected 4 case transfers (e.g. intakes, CoA) in this fiscal year

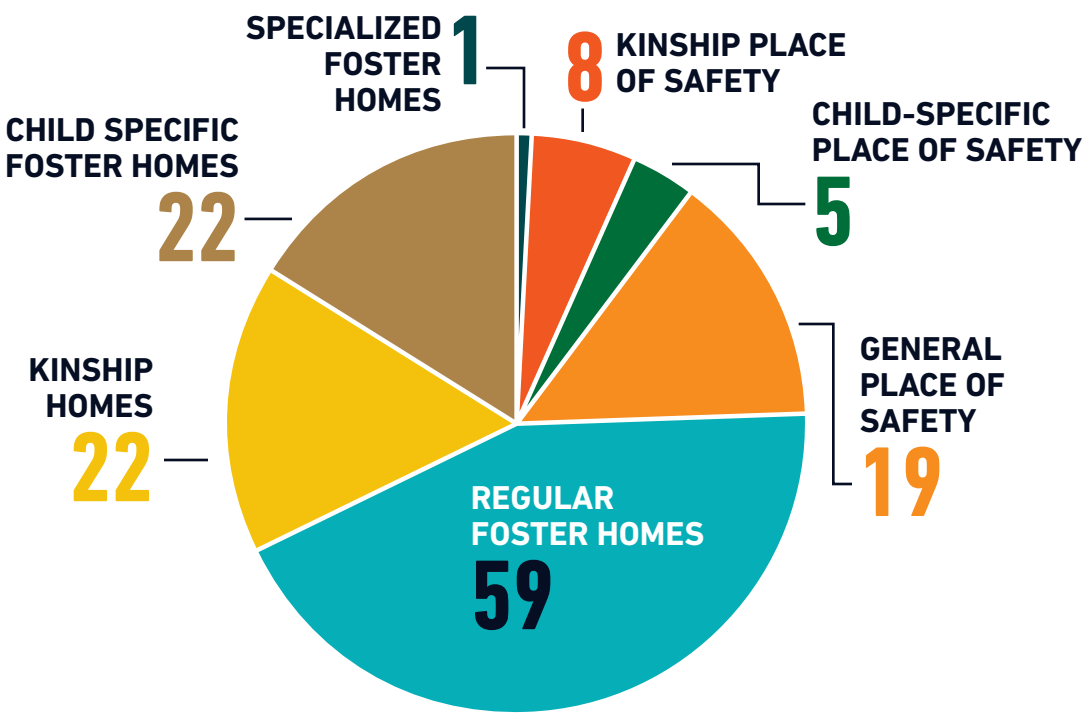
ALTERNATIVE CARE

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 5 Alternative Care Case Managers, one Administrative Assistant and an Alternative Care Supervisor.

As of March 31, 2026, the Agency had a total of 139 open resources, resulting in an average of 28 managed homes per Alternative Care Case Manager. Out of the 139 open resources, 104 were licensed foster homes, 32 were Place of Safety (POS), and 1 home was on a 'on hold' status. Out of the 139 open resources, 35 identified as being a culturally appropriate resource.

From the 104 active licensed foster homes, 59 were regular foster homes, 22 were licensed as kinship foster homes, 22 were licensed as child-specific foster homes, and 1 was licensed as specialized foster home. Out of the 104 active licensed foster homes, 28 identified as culturally appropriate homes.

Out of the 32 Places of Safety, 8 were kinship, 5 were child-specific, and 19 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:

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

Grace Valiao
Quality Assurance Assistant (QAA)

Holly Twoheart
File Clerk

Tayler Boivin-Grefford
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 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.

- 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.
- 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.
- Assisted the Director of Services in family finding for CSA applications
- Conducted a physical file recording review for 600+ cases.
- Completed approximately 70 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 23 children in care in the past 12 months. Approximately 26 children received their treaty status number and/or card during this fiscal year.
- Created Agency data reports for Monthly Board meetings.
- Assisted Finance weekly for Case Lists and Child Service list stats.
- 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 Staff Safety policy – Pending approval
- Updated Out of country Travel Policy – Pending approval
- Developed a section in the File Room Policy to comply with the ombudsman – to be reviewed.

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.
- Maintained direct contact with supervisors to ensure that staff were kept informed about free and paid child welfare-related training being offered by a variety of organizations.
- Facilitated the following in-agency presentations:
  - SDM Reviews with staff
  - Section 42 and 49 Transfer review for finance
  - Intro to Child Welfare Training
  - MCSW Liability Insurance Help Desk
  - Alpha House Project Presentation
- Coordinated for the following trainings, presentations, and workshops to be offered to staff:
  - It's not about Sex! Understanding sexual behavior in children (New Directions).
  - Mental Health First Aid (online information session)
  - oollaboration without Compromise: Partnering in Ways that Preserve Voice and Equity (MCSW)
  - Global interview training (Sagkeeng CFS – CFS Branch)
  - Child and Family Services Application (CFSA) Training
  - Medical Aspects of Child Maltreatment
  - Time Management
  - ASIST
  - Communication Training
  - Safe and Together CORE Training
  - WPS Drug Awareness Presentation
  - WPS Gang Presentation
  - FASD training (Life's Journey Inc)
  - Grief Training (Julie Walsh)
  - National Children's Chiefs Commission Webinar

- NCTR Education Session (Sandra Bender)
- First aid Mental Health

Special Projects

- Treaty status project of listing which category a child is registered under 6(1) or 6(2) – ongoing
- Maintained a database that lists all CFS agency offices in Manitoba to easily determine which CFS agency is closest to a specific area.
- Refined and maintained an Online Attendance Sheet that displays "real time" data on the agency's Intranet.
- Ensured that all front-line staff have completed essential trainings from the Provine of Manitoba's Learning Module System (e.g., Amendments to CFS Act, Safe Sleep, MACY Serious Injury Reporting, etc.).
- 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.
- Assisted staff with registrations to the Manitoba College of Social Workers
- Updated Standards Manual
- Completed review of CS with a physical disability
- In collaboration with some of the admin teams, we completed the immunization records for Permanent Wards and Temporary Wards
- Responded to the Freedom of Information and Protection of Privacy Act Request submitted by the News Network CBC.
- Ongoing assistance to the DOS with the CSA Settlement
- Completed a review of Children's service files who have entered and left AOCFS services between 2019 and 2025.
- Completed a review of section 42 and 49 transfers from 2019-2025
- Reviewed and gave feedback on the provinces' Release of Records FAQ

We would like to thank the Animikii team for all their hard work during the past year. Maarsii poor toon taan!

Jodi Brown
Manager of Quality Assurance,
Policy, and Training

HUMAN RESOURCES



As I reflect on my first year as the Human Resources with AOCFS, it was one of learning, growth, and building connections.

The opportunity to participate in traditional ceremony, medicine picking, and learning more Indigenous culture has been incredibly valuable. I received my spirit name from Elder Debbie in July. My spirit name is Shining Buffalo Woman Morning Glory, and I am from the White Wolf Clan. This name recognizes my ethical and fair practices, and people are able to develop trust with me. These virtues are a reflection of my passion and dedication to the employees of AOCFS.

Update from Our Last Report

At the end of the 2025/2026 fiscal year, we had 66 permanent employees, with two on maternity leave. Of our total of 68 employees, 21 declared as being of Indigenous descent. This put us at 32% of workforce as Indigenous, a slight increase from the previous year of 28%.

We take great pride in supporting our frontline and Alt Care staff to obtain their designation with the Manitoba College of Social Workers. Out of the 41 eligible employees, 36 have registered for the 2025-2026 fiscal year. This represents 85% of our workforce.

Our Collective Agreement with MGEU expired November 30, 2025. We returned to the bargaining table in good faith and are working toward a fair and mutually acceptable agreement. At year end, negotiations were still ongoing.



Employee Service Awards

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

5 Years of Service

Heather Blanchard
Circle of Care Facilitator

Adejoke Falola
Family Services Case Manager

Jen Johanson
Family Services Case Manager

Jamie Muzyka
Family Services Case Manager

Grace Valiao
Quality Assurance Assistant

Mihret Zewude
Family Services Case Manager

10 Years of Service

Jomar Velasco
Family Services Case Manager

Building Community Connections

I am proud to share the story of how Animikii partnered with Urban Circle Training Centre.

Urban Circle's goal is to provide culturally appropriate education and training to First Nations, Metis and Inuit people.

In the spring of 2025, I met Hailey Hill at the Red River Indigenous Career Fair. Hailey was wrapping up her school year in the Adult Education and Employment Program. This program provides students with 8-High School Credits to acquire the Manitoba Mature High School Diploma and to prepare for employment or continuing education.

Hailey completed her 4-week work placement with Animikii in a variety of administrative roles. From day one, we could tell that she was kind, thoughtful, and brought a positive energy to our team.

That is where Hailey's Animikii journey began. After graduation, Hailey was hired as a full-time Receptionist. The reception role in a child welfare agency is busy, fast-paced, and requires a person to show kindness and compassion. Hailey was the perfect match.

When Hailey was asked: what do you like the most about your job, she cheerfully answered "the favorite part of my job is connecting with people. I love being a listening ear to those in need and giving kiddos snacks and smiles".

Thank you Hailey for all that you do and the contributions you have made to our Agency.

We look forward to meeting future Urban Circle students in the years to come.

Miigwetch,

Kristy Scott,
CPHR Candidate, HR Manager

IT INFRASTRUCTURE & APPLICATION HIGHLIGHTS



AOCFS has continued to expand its Information Technology capabilities to support new software applications, evolving business processes, and the organization's ongoing growth. At the same time, we have been busy upgrading and renovating workspaces to accommodate additional staff and changing operational needs.

AOCFS IT Infrastructure & Application Highlights – Year in Review

Over the past year, AOCFS has continued to expand its Information Technology capabilities to support new software applications, evolving business processes, and the organization's ongoing growth. At the same time, we have been busy upgrading and renovating workspaces to accommodate additional staff and changing operational needs.

Office Expansion & Infrastructure Upgrades

Over the past year, we completed significant changes to our third-floor office spaces. Walls in the file room and boardroom were removed and relocated to improve the use of available space and better accommodate the agency's growing needs.

Workstation & Infrastructure Refresh Cycle

We continue to proactively replace and refresh workstations and core IT infrastructure, helping maintain reliable performance and strong security standards through regular updates, software patching, and equipment upgrades.

As part of our ongoing infrastructure planning, a new server was recently added to prepare for a major upgrade to our Finance Department's software and technology capacity. This investment will help ensure our IT environment is prepared to support future operational requirements.

Website Refresh

We updated and modernized the AOCFS website to improve accessibility, functionality, and the overall experience for visitors. The refreshed site provides a more current and user-friendly platform for accessing agency information and resources.

Kevin Clowes
IT/Building Maintenance Specialist
AOCFS

FINANCE



As we reflect on Fiscal Year 2025–2026, I am reminded that the work of the Finance Department extends far beyond budgets, reports, reconciliations, and numbers. At the heart of every financial decision is a responsibility to the children and families we serve.

"Honouring Our Children's Rights," is a meaningful reminder that every part of our organization contributes to ensuring that children are safe, supported, respected, and given opportunities to thrive. From a Finance perspective, our role is to help ensure that the resources entrusted to the agency are managed responsibly, transparently, and thoughtfully, with the best interests of children at the centre of our decisions.

This past fiscal year brought both accomplishments and challenges. Through it all, I have been deeply grateful for the commitment, patience, and professionalism demonstrated by our Finance team. Despite increasing demands and competing priorities, the team continued to work collaboratively with staff, leadership, and the Executive Director to support the financial needs of the agency and, ultimately, the children and families we serve.

Our Dedicated Finance Team

Our Finance team continues to demonstrate commitment and flexibility in managing the many financial responsibilities of the agency. Each team member plays an important role in ensuring that our financial processes are completed accurately and efficiently, while also providing support to other departments.

I remain very appreciative of their willingness to work together, assist one another, and adapt as the needs of the agency continue to evolve. Their work may often happen behind the scenes, but it is an essential part of ensuring that the agency can continue to fulfill its responsibilities to children, families, caregivers, and staff.

Funding and Financial Sustainability

One of the most significant challenges we continue to face is funding.

The needs of the children and families we serve continue to evolve, and in many cases,

become increasingly complex. At the same time, the agency continues to be asked to do more and provide greater levels of support while operating within limited financial resources.

This creates a difficult balance. We want to ensure that our children receive everything they need and deserve, and we want to support our staff in doing the important work they do. However, responsible financial stewardship also requires us to recognize the resources available to us and make decisions that will allow the agency to remain financially stable and sustainable over the long term.

Our financial deficit remains a significant concern, and addressing it continues to require careful planning, collaboration, and difficult decisions. We recognize that financial sustainability is not simply about reducing expenditures. It is about ensuring that the agency has the capacity and stability necessary to continue providing quality services over the long term.

At the same time, we must remain mindful that financial decisions have a direct connection to the lives of children and families. Our goal is to manage the resources available to us responsibly while continuing to advocate for funding that more accurately reflects the realities, needs, and complexity of the children we serve.

Audit

I am pleased to report that the agency's audit for Fiscal Year 2025–2026 were successfully



completed by MNP, with no audit adjustments required.

This is an important reflection of the hard work and diligence of our Finance team, as well as the agency's continued commitment to sound financial practices, accountability, and transparency.

While a successful audit is certainly an achievement, we recognize that financial accountability is an ongoing responsibility. We will continue to strengthen our internal processes and ensure that the agency's financial resources are managed with integrity, care and accountability.

Financial Position

The Agency concluded the fiscal year with a $2.8 million deficit.

This financial pressure is largely structural and is closely connected to the growing complexity of the needs of the children and youth in our care. While we continue to manage our resources carefully and responsibly, there remains a gap between the level of support required and the funding available. We will continue advocate for appropriate resources and funding that more accurately reflect the needs of the children and youth we serve.

Looking Ahead

As we move into the new fiscal year, our priorities will continue to focus on strengthening the agency's financial position while supporting the important work being carried out across the organization.

Our key priorities include:

- Continuing efforts to address and reduce the agency's deficit while recognizing the



evolving needs of children in care.

- Monitoring the financial impact of the newly ratified Collective Agreement and ensuring that our commitments remain sustainable.
- Continuing to advocate for adequate and appropriate funding that reflects the actual needs of the children and families we serve.
- Strengthening financial policies, procedures, and internal controls.
- Continuing to identify opportunities for additional funding, grants, and other resources to support agency programs and services.
- Working collaboratively with leadership and all departments to ensure resources are used effectively and in the best interests of children.
- Continuing professional development and cross-training within the Finance team to strengthen our capacity and ensure continuity of financial operations.

Stewardship and Gratitude

As I look back on this fiscal year, I am reminded that financial management is ultimately about stewardship.

We are entrusted with resources that have a direct impact on the lives of children and families, and we do not take that responsibility lightly. Every financial decision carries a responsibility to ensure that resources are used wisely, transparently, and in support of the Agency's mission.

Financial stewardship is not about saying "no." It is about ensuring the Agency has the resources to keep saying "yes" to children and families in the years ahead.

I am sincerely grateful to my Finance team for their hard work, patience, flexibility, and dedication throughout the year. I am equally grateful to our Executive Director, leadership team, Board, and all agency staff for their collaboration, understanding, and continued commitment as we navigate these challenges together. Addressing these challenges is a shared responsibility, and I am grateful for the willingness across the organization to work together toward solutions.

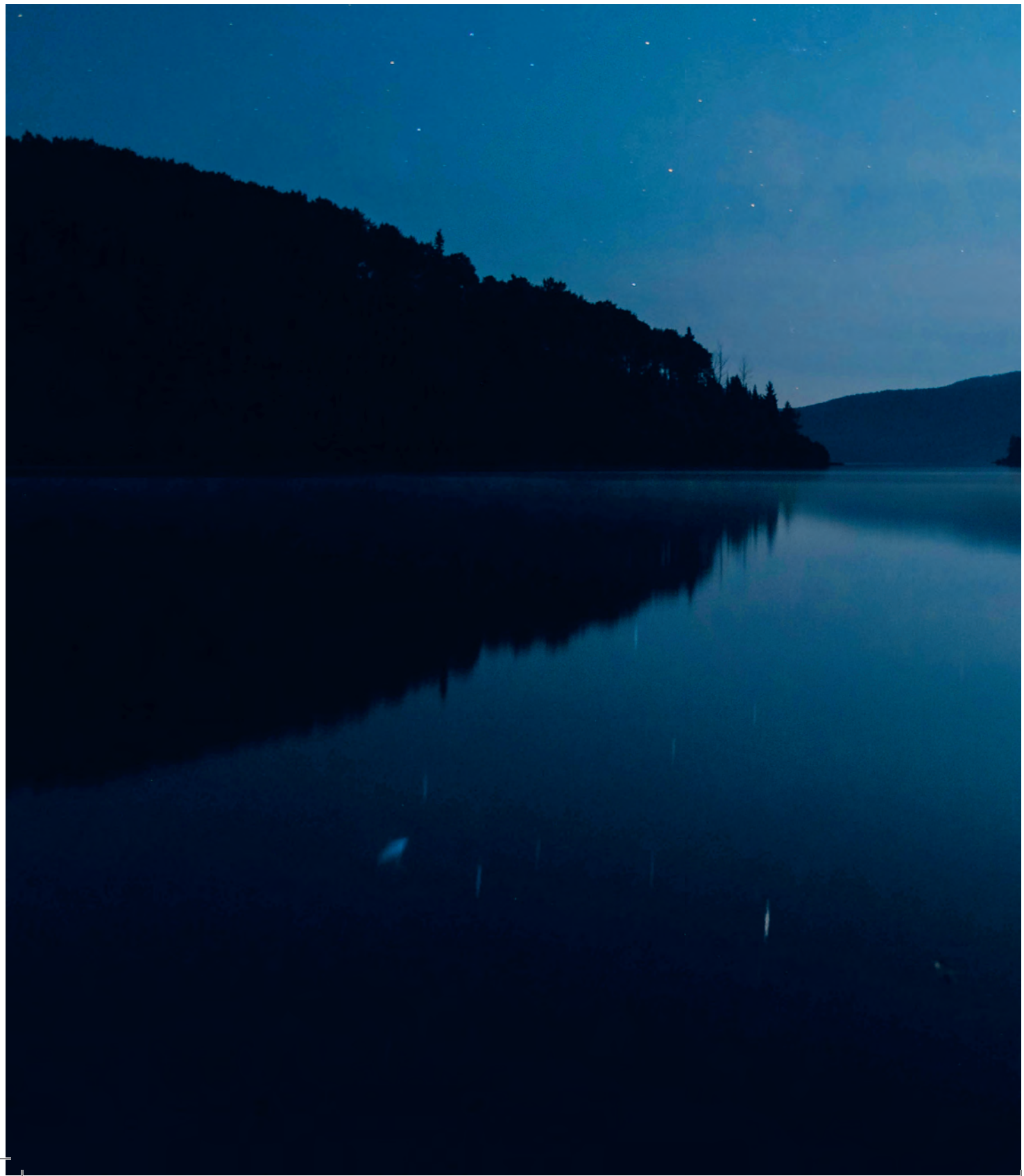
I'm also proud, that our work embodies the Seven Teachings: Love, Truth, Wisdom, Courage, Humility, Honesty, and Respect. These teachings are not just words, they are lived out in the way we support one another, the way we stand with families, and the way we carry forward our mission with integrity and care.

With humility and gratitude, we look forward to another year of learning, listening, advocating, and working together in service of children and families.

Thank you/Miigwetch,

Cathy Herrera
Director of Finance

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, 2026, and the statements of operations, changes in net assets (deficit) 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, 2026, 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.

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, 2026

MNP LLP

Chartered Professional Accountants

Animikii-Ozoson Inc.
Statement of Financial Position
As at March 31, 2026

	2026	2025
Assets		
Cash		
Cash *(Note 3)*	**1,244,003**	3,735,140
Accounts receivable *(Note 4)*	**154,996**	210,152
Short term investment *(Note 5)*	**50,000**	50,000
Prepaid expenses and deposits	**63,083**	56,158
	1,512,082	4,051,450
Capital assets *(Note 6)*	**352,181**	413,109
	1,864,263	4,464,559
Liabilities		
Current		
Accounts payable and accruals *(Note 7)*	**2,102,723**	1,633,030
Deferred contributions *(Note 8)*	**2,401,265**	2,664,679
	4,503,988	4,297,709
Net Assets (Deficit)		
Investment in capital assets	**352,181**	413,109
Unrestricted (deficit)	**(2,991,906)**	(246,259)
	(2,639,725)	166,850
	1,864,263	4,464,559

Approved on behalf of the Board of Directors

Director **Director** Marlyn Bennett

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Operations
For the year ended March 31, 2026

	2026	2025
Revenue		
Southern First Nations Network of Care		
Operations Core	**1,265,233**	1,229,565
Operations Protection	**4,468,630**	3,970,317
Operations Prevention	**530,068**	525,801
Operations Other	**80,773**	75,024
Operations Contingency fund	**428,350**	-
	6,773,054	5,800,707
Province of Manitoba		
Province of Manitoba - Maintenance	**13,647,003**	13,235,804
Province of Manitoba - Agency Allowance	**147,170**	310,664
Miscellaneous	**91,666**	235,416
	13,885,839	13,781,884
Childrens' Special Allowance		
CSA Provincial	**2,718,738**	3,500,908
Other		
Investment income	**243,173**	501,903
External Agency Billings	**162,216**	192,111
Education and training	**31,857**	28,819
Jordan's Principle	**-**	62,981
	437,246	785,814
Total revenue	**23,814,877**	23,869,313

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, 2026

	2026	2025
Total revenue *(Continued from previous page)*	**23,814,877**	23,869,313
Core Operations		
Salaries	**1,007,746**	950,477
Benefits	**149,893**	148,249
Operating	**1,079,538**	1,101,131
Audit expense	**24,000**	24,000
Board of Directors expense	**45,794**	46,494
Insurance	**116,242**	110,238
Legal	**19,948**	14,382
Training	**11,625**	8,396
Travel	**19,936**	16,027
	2,474,722	2,419,394
Protection		
Salaries	**3,491,549**	2,950,454
Benefits	**531,445**	425,092
Operating	**44,845**	45,731
Training	**9,548**	6,010
Travel	**167,258**	147,273
Purchased services	**262,117**	289,720
Contracted resources	**94,159**	55,537
	4,600,921	3,919,817
Prevention		
Salaries	**219,895**	115,273
Benefits	**29,815**	13,091
Operating	**-**	390
Training	**-**	202
Travel	**-**	1,288
Purchased services	**128,583**	82,366
Contracted resources	**13,745**	8,367
	392,038	220,977
Province of Manitoba		
Agency Allowance	**147,170**	310,664
Child maintenance	**17,001,438**	15,000,064
	17,148,608	15,310,728
Childrens' Special Allowance		
CSA Provincial	**1,920,746**	2,703,996
External Agency Maintenance		
EA maintenance	**84,419**	103,757
Total expenses	**26,621,454**	24,678,669
Deficiency of revenue over expenses	**(2,806,577)**	(809,356)

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Changes in Net Assets (Deficit)
For the year ended March 31, 2026

	Investment in capital assets	*Unrestricted*	***2026***	*2025*
Net assets (deficit), beginning of year	**413,109**	**(246,259)**	**166,850**	976,206
Deficiency of revenue over expenses	**-**	**(2,806,575)**	**(2,806,577)**	(809,356)
Amortization of capital assets	**(93,088)**	**93,088**	**-**	-
Purchase of capital assets	**32,160**	**(32,160)**	**-**	-
Net assets (deficit), end of year	**352,181**	**(2,991,906)**	**(2,639,727)**	166,850

The accompanying notes are an integral part of these financial statements

Animikii-Ozoson Inc.
Statement of Cash Flows
For the year ended March 31, 2026

	2026	*2025*
Cash provided by (used for) the following activities		
Operating		
Cash received from funders	**23,363,446**	21,467,463
Cash paid for program service expenses	**(20,627,386)**	(19,647,122)
Cash paid to employees	**(5,430,344)**	(4,602,636)
Cash paid for interest	**(7,866)**	(10,464)
Interest received	**243,173**	501,903
	(2,458,977)	(2,290,856)
Investing		
Purchase of short term investments	**-**	(15,000)
Purchase of capital assets	**(32,160)**	(326,924)
	(32,160)	(341,924)
Decrease in cash resources	**(2,491,137)**	(2,632,780)
Cash resources, beginning of year	**3,735,140**	6,367,920
Cash resources, end of year	**1,244,003**	3,735,140

The accompanying notes are an integral part of these financial statements

20TH ANNIVERSARY AGM MEMORIES



RECOGNIZING 20 YEARS
PROVIDING SERVICES TO CHILDREN & FAMILIES






Animikii Ozoson


BUILDING CIRCLES
EMPOWERING FA
COMMUNITY NET
CHILDREN,






AOCFSX


AOCFS








TRUE SPORT | SPORT PUR
Fairness
Excellence
Inclusion
Fun

Honouring Our Children's Rights



Animikii Ozoson
Child and Family Services Inc.

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