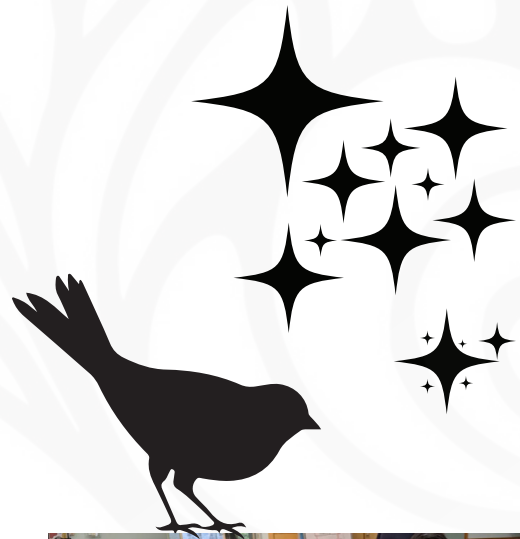




Annual Report

2024-2025





This year's report is guided by the theme of birds, chosen to represent the diversity and vitality within our communities. Birds come in countless forms, colours, and patterns of flight, yet each contributes to the balance and beauty of the natural world. In the same way, the many voices, perspectives, and strengths within our network create a stronger whole. Birds also symbolize freedom, vision, and resilience—values that reflect our ongoing commitment to supporting children and families with care, compassion, and hope for the future.



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ANCR's Mission

To promote and support the **safety and well being** of children and families by **providing culturally appropriate, strength based** child and family intake services.



ANCR's Vision

Our community is strong and diverse, honours all cultures, and is free from systemic barriers

Families are healthy, supported and empowered

Children are valued, respected and safe



ANCR's Values



Communicating Respectfully: ANCR believes that everyone has a right to give and receive respectful communication, being open, truthful, kind, patient, inclusive and constructive in our interactions with each other.

Seeking Balance: ANCR strives to support all people as they seek balance and mental, physical, spiritual and emotional wellbeing.

Honouring Diversity: ANCR recognizes, acknowledges, respects and celebrates the uniqueness and diversity of all people.

Empowerment and Advocacy: ANCR strives for the empowerment of children, families and communities and advocate for their participation and voice in the services we provide.

Professional Excellence: ANCR strives to provide a safe, ethical, supportive, accountable environment in our workplace and our community.

Valuing Relationships: ANCR believes the most successful road to our mission and vision is through partnerships with those who share the goal of keeping children safe and strengthening families. Our relationships with families and communities will be honest, transparent, accountable, reciprocal and authentic.

Practicing Humility: ANCR accepts that everyone has limitations and boundaries, and we are all responsible to learn from both our challenges and our successes.

Demonstrating Integrity and Accountability: ANCR believes we must act in open and truthful ways in all our interactions with each other and the community, accepting responsibility for our actions and honouring our commitments.

Modelling Courage: ANCR values the courage required to be honest with ourselves, with each other, with families and communities, and the ability to face challenges with kindness and compassion.



ANCR's Background



The Child and Family All Nations Coordinated Response Network (ANCR) became a mandated agency on February 3, 2007, and assumed responsibility for all intake and emergency child and family services in Winnipeg, Headingley, and East and West St. Paul, Manitoba. The decision to establish ANCR was one element of larger systemic reforms resulting from the Manitoba Aboriginal Justice Inquiry-Child Welfare Initiative.

ANCR operates as a non-profit, independent agency mandated under the Southern First Nations Network of Care, governed by a Board of Directors, and managed by an Executive Director and senior management team. Our mandate is the provision of culturally appropriate, high quality intake services by a qualified and skilled staff team in accordance with the Child and Family Services Act of Manitoba, the Child and Family Authorities Act of Manitoba, the Federal legislation, An Act Respecting First Nations, Inuit and Métis children, youth and families, and all associated regulations and standards.



Treaty Land Acknowledgement

The Child and Family All Nations Coordinated Response Network (ANCR) acknowledges that we are on Treaty One Land. On Turtle Island, this is the traditional territory of the Cree, Ojibway-Cree, Anishinaabe, Dene and Dakota peoples and the homeland of the Métis Nation.



MESSAGE

from the Board
of Directors



I am honored to provide greetings on behalf of the Board of Directors as the Chairperson of Child and Family All Nations Coordinated Response Network (ANCR).

ANCR has the unique mandate to provide designated intake and emergency child and family services for each of the four Authorities' agencies within Winnipeg, Headingly, East St. Paul and West St. Paul. The Board recognizes the dedication, creative thinking and planning that the management and staff possess to continue to deliver services when resources are often limited.

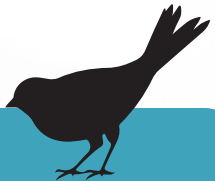
It has been a tremendous year of success and accomplishment for our agency. The Board is proud that we were able to support the successful negotiations of a new collective agreement which acknowledges and respects the value of ANCR employees. We are also thrilled to be entering into a new lease agreement with Manitoba Métis Federation. Our partnership with the Manitoba Métis Federation will result in an improved and more secure work site for our team, at a centralized and accessible location for our community. ANCR continues to assess, evaluate, and improve our service delivery capacity while maintaining the best interests of children, youth and families at the forefront.

I would like to acknowledge Sandie Stoker, Executive Director of ANCR, for her strong leadership and ANCR's Board of Directors for their expertise, guidance and commitment as we move forward in Manitoba's child welfare system.

Meegwetch,
Barb Lavallee
Chairperson



ANCR Board of Directors



BARBARA LAVALLEE
Board Chair, appointed by the
Métis Child & Family
Services Authority

SHIRLENE ASHAM,
Vice-Chair, appointed by the
Southern First Nations Network
of Care



JAY RODGERS
Chief Executive Officer of the
Child and Family Services
General Authority



KARLA HILDEBRAND-EDEN
Chief Executive Office of the
Métis Child & Family
Services Authority

RON MONIAS
Chief Executive Officer of the
First Nations of Northern Manitoba
Child & Family Services Authority





MESSAGE

from the Executive Director



I am proud to present the 2024-25 Annual Report for the Child and Family All Nations Coordinated Response Network (ANCR). This year the theme of our annual report is diversity. We chose birds to represent diversity, as their many forms, colours, and flight paths reflect the unique strengths, voices, and journeys that come together within our network. Birds in motion symbolize growth, guidance and freedom while the city skyline and star elements connect land, sky and our community, and represent ANCR's coordination role.

It's a privilege to be in the role of Executive Director and continue to build on the significant responsibility that has defined ANCR throughout our short history. I am inspired by our agency's work providing culturally safe services that are respectful and agile to the needs of our children, families and communities.

At ANCR, we strive to set the standards for service excellence, and we have the privilege and opportunity to work collaboratively together with our partners, collaterals and stakeholders to support the safety and well-being of our children and families. We remain dynamic and agile, delivering for our community, and evolving into an agency united by our vision, mission and values. This has been a year of progress, success, and resilience, focused on operational improvements to support our service delivery, strategic priorities to guide us in meeting the needs of our community and the larger child welfare system, and ensuring the agency supports our staff team, all of which position ANCR to meet both current challenges and future opportunities. In this report you will find further information on our achievements including successful negotiation of the collective agreement, the implementation of a new on-demand, cloud based call system, and securing a new lease agreement for our head office.

ANCR's commitment to truth and reconciliation is unwavering. The Commission's calls to action to child welfare and the national standards set by federal

legislation are embedded in our core values, operational workplan, strategic outcomes and service delivery models. ANCR is proud to be an ally to Indigenous communities as they exercise their legislative authority to develop, implement and provide community and Nation based child and family services. We continue to prioritize the support and collaboration needed to evolve and transform the child welfare system.

Our commitment to the well-being of children, youth and families remains at the core of everything we do. Since 2007, our commitment to success has pushed us to initiate new practices, service models and technologies that help to solve our toughest challenges. Our performance in 2024 is a testament to the strength of our strategy, our culture of innovation, and the trust we have built with our partners, collaterals and stakeholders. But the true foundation of our success is our people. Their expertise, hard work and dedication continue to drive our development, growth and achievements. Staff continue to demonstrate exceptional dedication and perseverance, and we are focused on providing the guidance, training, and support needed to provide quality service for children, youth and families. To provide the best team to deliver for our community we must be an organization where people feel valued and rewarded. At ANCR, our goal is to create an environment that supports every team member. This is our commitment to our broadly diverse employees to support them in being at their best and to give them opportunity to continually learn and grow.

Through collaboration with other provincial Child and Family Service Agencies, the four Child and Family Services Authorities, the Department of Families, and local community organizations, ANCR continues to provide quality care and services that better support the safety and health of children, youth and families. These partnerships help us to address emerging challenges and provide effective, timely services, and I would like to acknowledge the commitment and dedication of all of us.

I would like to thank our entire team for their passion and commitment to supporting our children and families and delivering the best service to drive a positive impact in our community. I'm excited about this next chapter in our transformation and our ability to turn ideas into meaningful, positive outcomes that bring benefits to all our stakeholders.

I am filled with gratitude for the guidance and support that continues to be demonstrated by our leadership, the Board of Directors at ANCR. I want to express my deepest appreciation to our Board of Directors, our mandating authority, the Southern First Nations Network of Care, and our community partners and stakeholders. Your resilience, compassion and dedication are what make delivering our mission possible. As we look to the year ahead, we remain committed to working together in support of children, youth and families in our community.

Thank you
Sandie Stoker
Executive Director





This year ANCR achieved several significant accomplishments.

ANCR's team members are our most valuable and important resource, and this year the agency continued our investment in our employees. ANCR and the Manitoba Government Employees Union (MGEU) successfully negotiated a new collective agreement for March 2023 - 27. This was a monumental achievement that required several months of commitment with ratification occurring in August 2024. The collective agreement provides fair and equitable increases in compensation and benefits, an increase to employee health spending accounts, a new wellness initiative, recognition pay, long-term service recognition, an increase in Wellness Days, and new support for Indigenous Cultural Awareness and Training. The ANCR bargaining team is proud of the agreement we were able to achieve with MGEU and appreciate the support of the Board of Directors throughout the bargaining process.

ANCR values and supports the importance of employee wellness. ANCR's Culture and Diversity Committee and Wellness Committee organized and hosted several

opportunities and events to acknowledge and celebrate our diverse and dedicated staff team including the ANCR Staff Development Day, Administrative Professionals Day, and Social Workers Week. We came together as an agency to observe National Indigenous Peoples Day, National Day for Truth and Recognition, and Louis Riel Day. The ANCR Senior Management team also hosted the Annual Holiday Breakfast in December which is one of the agency's most popular and well attended events. In addition, the Culture and Diversity Committee facilitated several cultural learning opportunities using a variety of mediums. One way the ANCR Human Resources Department demonstrated their commitment to employee wellness was through the development of a workplace ergonomics program that integrates preventative and responsive strategies for musculoskeletal health and wellness of employees.

At ANCR we recognize the importance of employee development and training on employee success, workplace satisfaction and staff retention. Throughout the year ANCR provided thirty-nine different types of training opportunities which were attended by ANCR staff 587 times. The ANCR

Human Resources training department has developed eleven ANCR specific training courses which were attended by our team members three hundred and six times. The agency also implemented field worker and operational staff safety training which is mandatory for all employees in front-line and public facing capacities. The safety training was attended by twenty-nine new employees this year.

Another significant accomplishment is the successful negotiation and execution of a new lease agreement for ANCR's main office. ANCR's current lease on our main office expires in November 2025. ANCR worked collaboratively with Manitoba Métis Federation (MMF) to come to an agreement of terms for ANCR occupancy at 200 Main Street this November. The new location is ideal for our work, with great public access, enhanced security, modern office design and attentive property management. This expands our already strong relationship with the Manitoba Métis Federation, and we are proud to bring the resources of our corporate office footprint into the MMF economic development strategy. The move of our head office will involve a tremendous amount of coordination, effort and extra work; however we are thrilled to be able to provide a fantastic location for our team and the children and families we serve.

ANCR's commitment to service excellence is unwavering. The implementation of our online cloud based contact system (ODCC)

demonstrates our commitment to ensuring the community has an efficient and effective mechanism to access designated intake services. It not only provides stronger and more detailed reporting capabilities, but it also strengthens our capacity for quality assurance and employee development.

This year marks the end of our 2022-25 operational workplan. ANCR achieved several of its goals and objectives over the last three years. ANCR continues our commitment to Truth and Reconciliation which is demonstrated by the incorporation of the Commission's calls to action to child welfare into our planning process. Over the last three years we have established a development committee to continue the establishment of a practice framework for working with Indigenous families.

The ANCR Human Resources department instituted cultural insights training designed to deepen the cultural competence of frontline child and family service workers. It focuses on understanding cultural humility, competence, and safety, exploring cultural bias, learning strategies to build trust with diverse families, and explores the cultural landscapes of Manitoba, highlighting the history, traditions, and contemporary issues of Indigenous communities.

ANCR also concluded a three year French language services strategic plan this year. The strategic plan is part of ANCR's obligations under the Francophone Community Enhancement and Support Act



(2016), the French Language Services Regulation (2005), and the French Language Services Policy (2017). We are engaged in strategic change within the organization to make services in French available and accessible. We have designated positions to provide service in French, included French language content on the ANCR website and signage in our reception area as part of our strategic plan.

The Senior Management team completed an audit on the apprehensions of children to look for opportunities to prevent the removal of children from their families and communities, and ensure we are including families in all planning. As part of the incorporation of National Standards into practice, the Intake Assessment Program implemented a management practice of regular reviews and discussions with front-line workers to encourage and ensure compliance with family finding, private arrangements, conditionally safety plans that include family (as defined by the family) and community, and referrals to Indigenous community resources. ANCR Intake Assessment, Abuse Investigations and Early Intervention Programs were all successful in implementing mandatory training expectations to support and facilitate cultural agility and safety in service delivery.

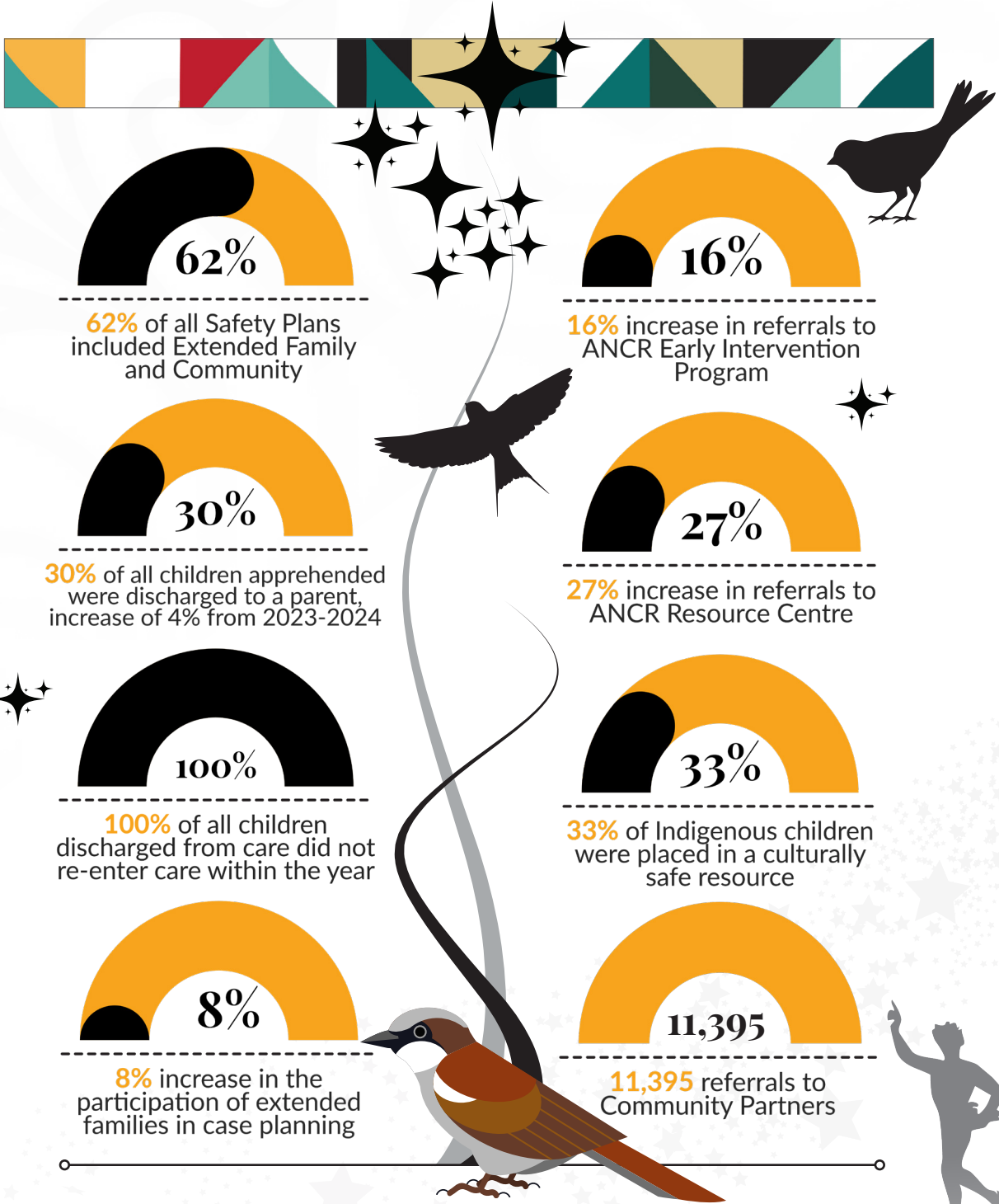
ANCR also continued its commitment and diligence to being an outcomes-based service provider. The ANCR Board of Directors have established the following strategic outcomes for the

agency:

- Decrease in the apprehensions of children
- Children apprehended by ANCR are discharged to their parents or extended family
- Provision of family supports to prevent a more intrusive child welfare action
- Decrease in the number of families needing on-going child and family services
- Children and families receive services that are culturally safe
- The four CFS Authorities and their mandated on-going service agencies receive quality DIA services as per the Child and Family Services Authorities Act

ANCR achieved many of its targets for the year, and made progress on several others including involvement of family and community in the development of safety plans, safe discharge of children in care to their families, successful family reunifications, extended family involvement in the development of case plans, increase in referrals to community partners, increase in referrals to the ANCR Early Intervention Program, deterring families from further involvement with child welfare, and an increase in the use of culturally safe placements.

ANCR is proud of what we have accomplished and of our continued commitment to our staff team and service excellence.



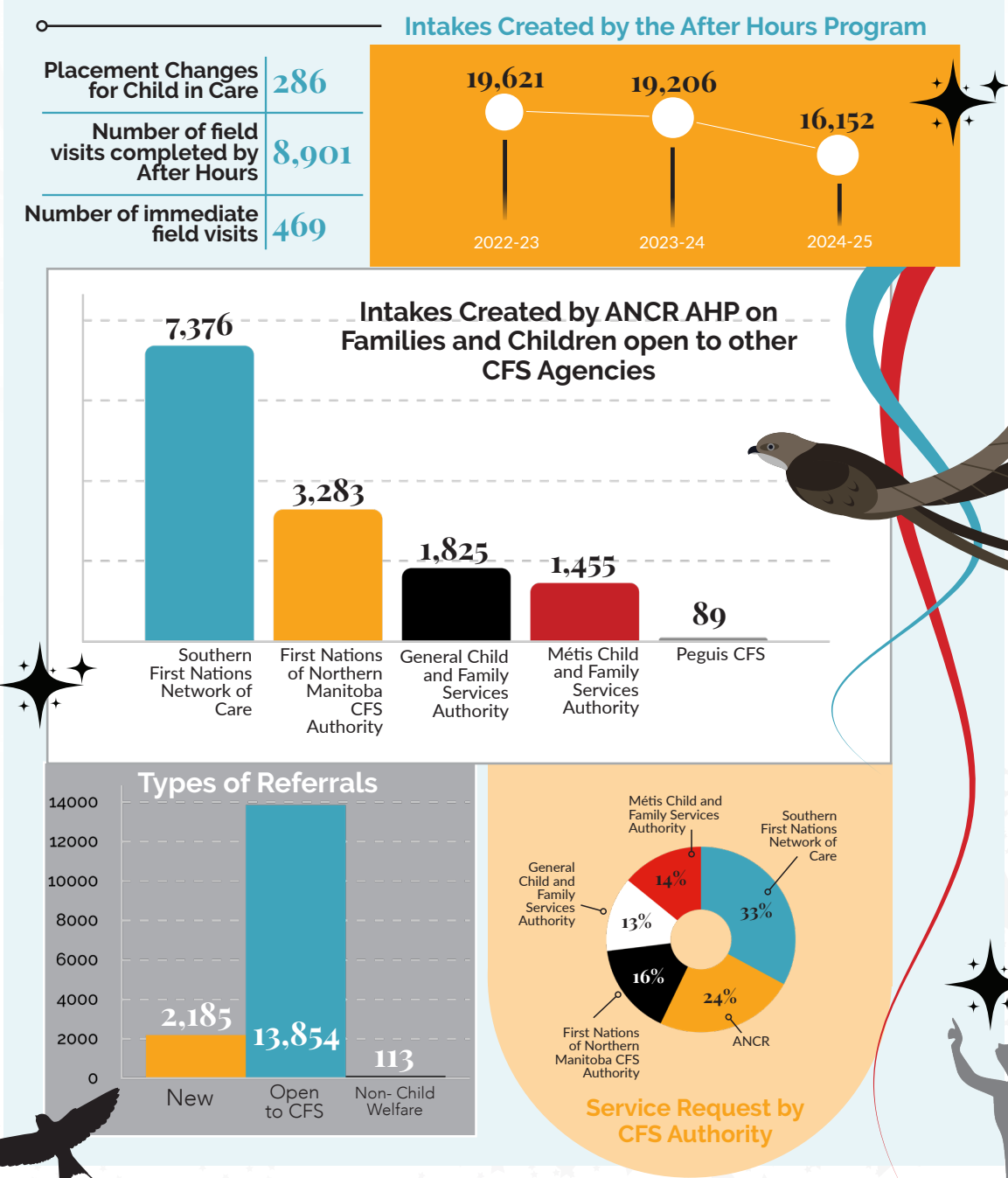
AFTER Hours



ANCR is mandated to provide emergency child welfare services on behalf of all mandated CFS agencies in our jurisdiction outside of regular business hours (from 4:30 p.m. to 8:30 a.m., Monday to Friday, 24 hours a day on Saturday and Sunday, and all statutory holidays). The After Hours Program (AHP) responds to urgent child protection referrals and accepts service requests from our twenty-five mandated CFS sister agencies. Most services provided by ANCR's AHP are for children and families already receiving service from Manitoba's child welfare system.

The implementation of a new phone system at ANCR, the On Demand Contact Centre (ODCC) allows for better data tracking that has improved evaluation of service delivery and our capacity for training and quality assurance. ANCR strives to improve the customer experience to our callers by creating efficiency and accountability in our call answering system. This new phone system will help move ANCR towards achieving this goal.

The After Hours Program continued to experience challenges this year. Although we saw a modest improvement in vacancy rates, persistent shortages in emergency placements for children and youth continued. However, with the continued commitment and dedication of the After Hours Program team, employees from all other ANCR programs and the ANCR Senior Management team, ANCR continued to ensure the safety of children and supported the well-being of our families and communities during all evenings, weekends and holidays.



SAFE Ride Program

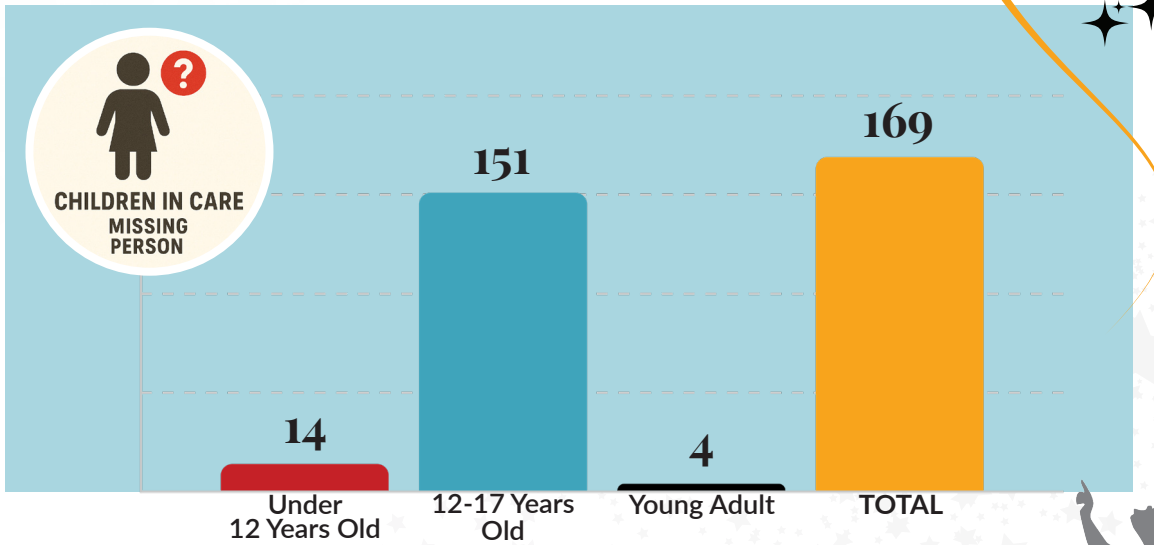
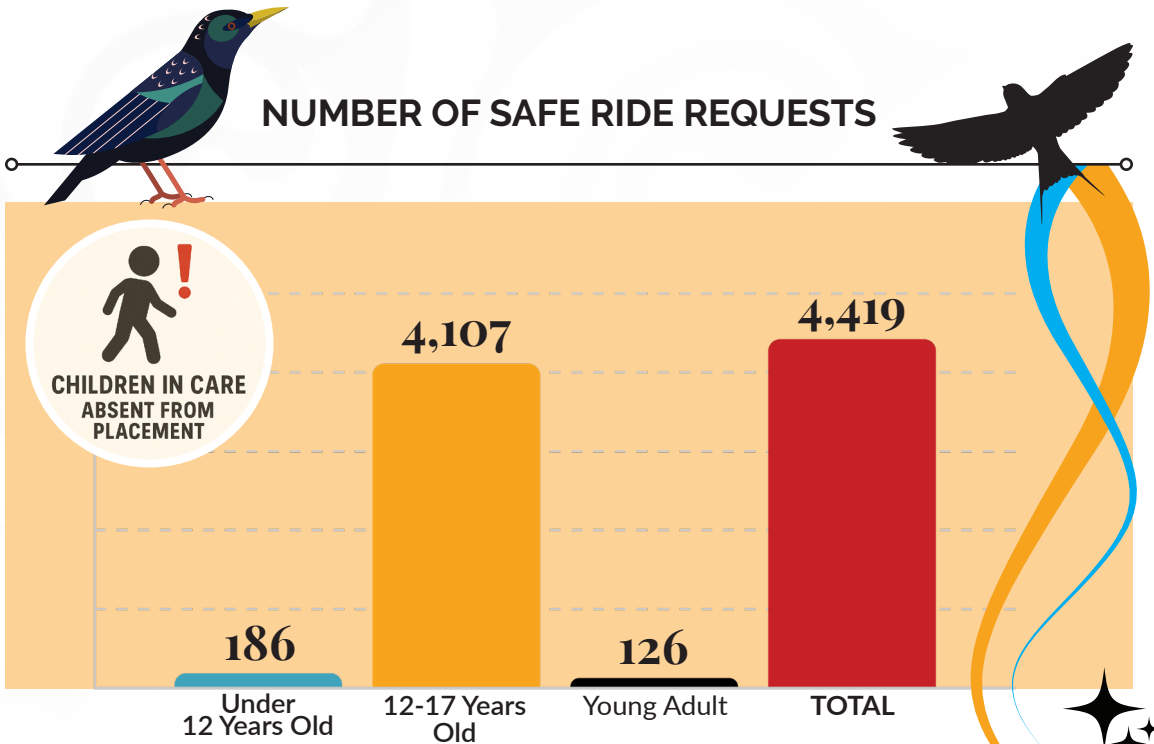


The Safe Ride program reduces the risks for youth in care by providing safe transportation for absent and missing youth back to their placement. This service exemplifies ANCR's commitment to the Truth and Reconciliation Calls to Action and the National Inquiry into Missing and Murdered Indigenous Women and Girls. The dedicated safe rides teams are in the field meeting youth where and when they are most in need and getting them to a safe place.

The goals and objectives of the Safe Rides Program are to intervene early and minimize risk to children and youth who are repeatedly absent from their placement, reduce overall rates of absenteeism and missing reports for children in care, build positive and trusting relationships with children and youth, and increase safety awareness and planning with youth.

Safe Rides are available seven nights per week, Sunday to Tuesday 5pm-3am, and Wednesday to Saturday 5pm to 4am. There are two teams on five nights a week and one team on for two nights per week.

The Safe Rides program has completed its third year of operation. The program continues to be well used by children and youth in care who rely on it for safe transport, and they continue to develop a rapport with the Outreach Workers. Safe Rides Outreach staff completed well-being checks on youth reported missing or absent, and have been successful in encouraging youth to return to placement when they are located. ANCR, as well as our partner agencies and collateral organizations, believe that the program is a success. It is achieving its goal to reduce and minimize the time children and youth in care are away from placement and to keep them safe.



NUMBER OF SAFE RIDES PROVIDED: 3,244

All Nations Coordinated Response Network

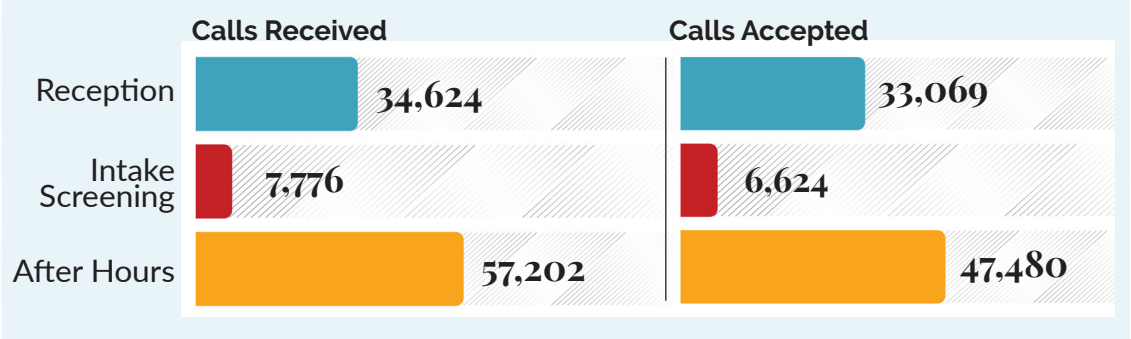
ON DEMAND

Contact Centre (ODCC)

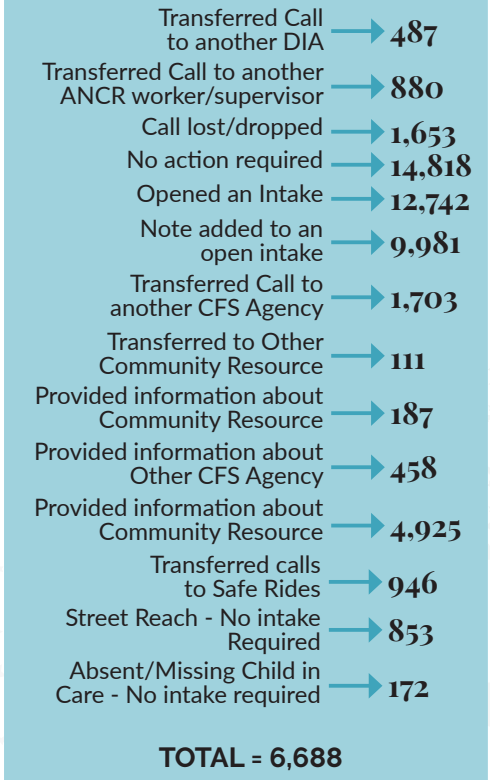
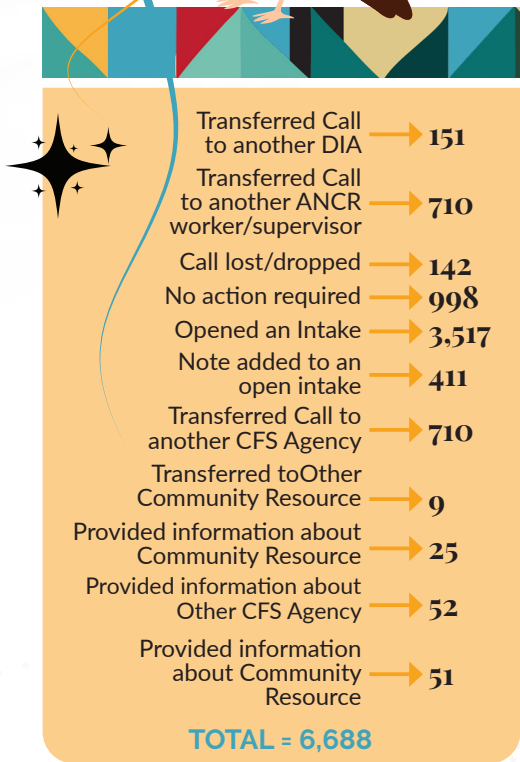
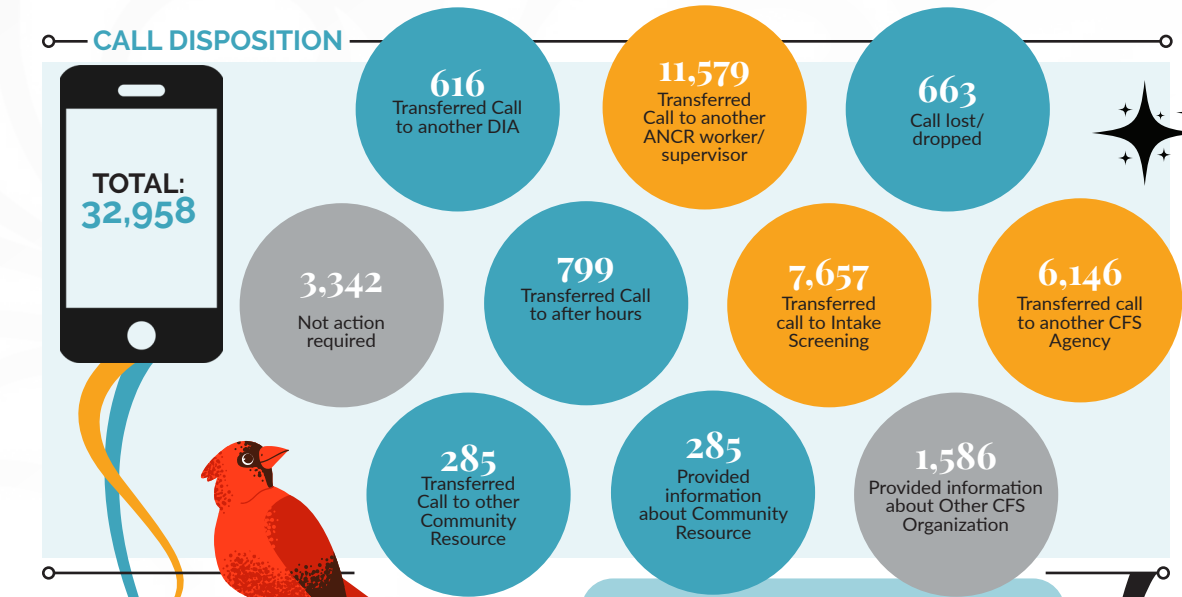


To improve our public accessibility and our agency’s capacity to provide service to our community, ANCR made the decision to upgrade our phone queue system. ANCR implemented an on demand contact centre, an online cloud based contact system that direct calls to the ANCR reception, Intake Screening and After Hours programs faster with blended routing along with automated call distribution. ODCC also provides enhanced reporting capabilities with full visibility into our contact centre operations, including performance metrics, agent activity, workload management and key trends. It contains performance monitoring and analytics features such as call recording, screen capture, live monitoring, and detailed reporting to ensure ANCR is meeting the needs of our community and providing accessible, responsive, and professional services. ODCC enhances the quality assurance capacity for all three programs, and supports the training and performance of staff through the call recording and call monitoring functions. Next year we will expand the capacity of our online cloud based contact system with the implementation of a call back feature and further consideration of other available options.

CALL VOLUME



CALL DISPOSITION



INTAKE

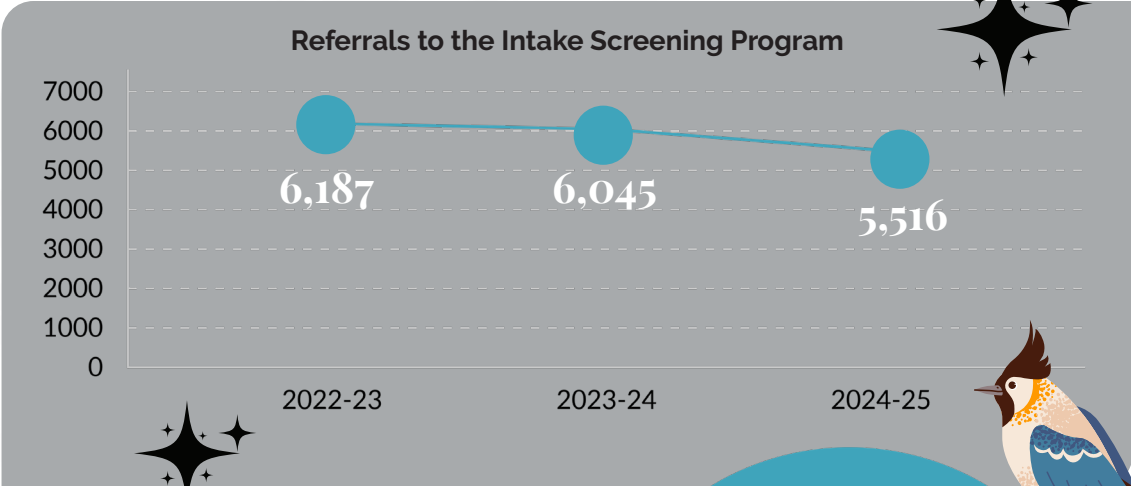
Screening Program



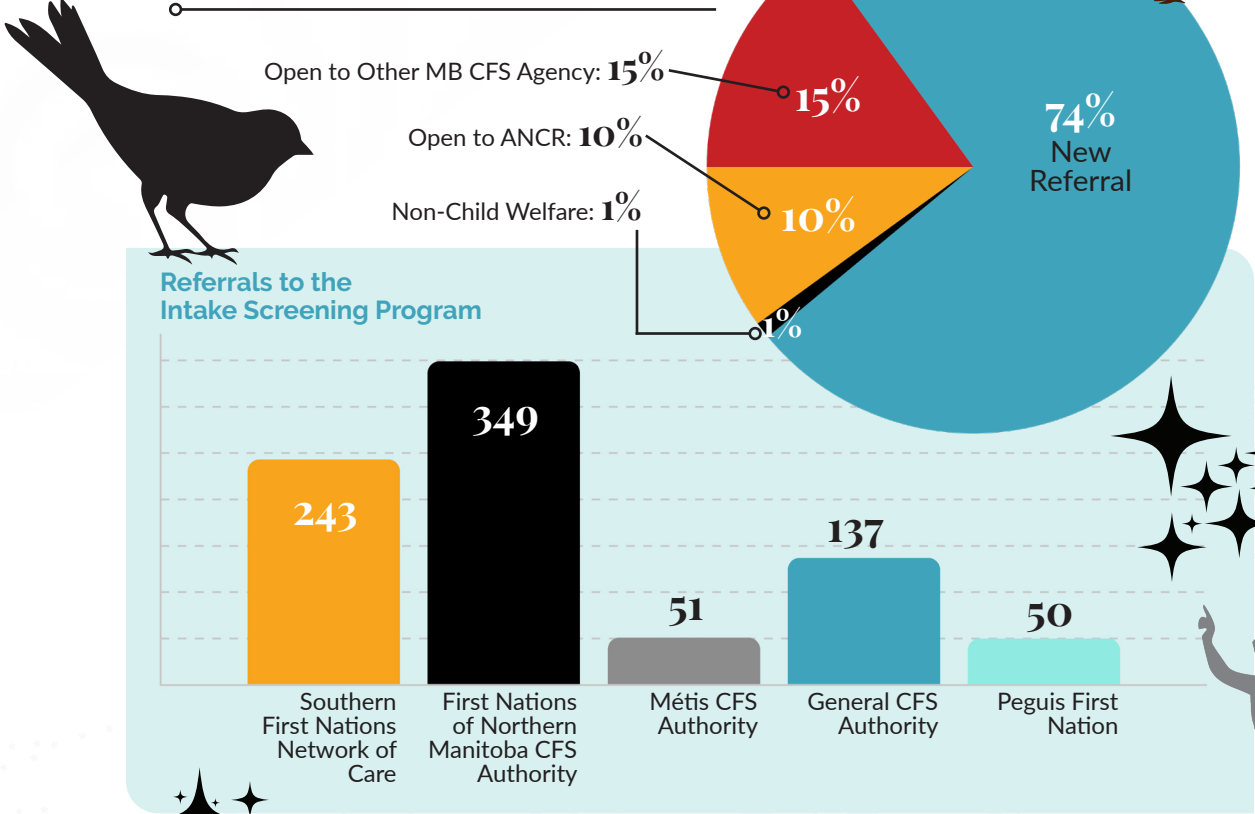
The Intake Screening Program is the entry point to ANCR services during standard business hours (Monday to Friday, 8:30 a.m. - 4:30 p.m.). Intake Screening provides the first response to all new requests for service and all child protection referrals. It is the responsibility of the ISP to screen all new referrals, conduct initial assessments and to determine service response times. The ISP strives to make all decisions in the child and family's best interests by reviewing the referral information, gathering pertinent current and historical information, and utilizing the ANCR Screening Guide to determine if the referral meets the threshold for services under the Child and Family Services Act and An Act Respecting First Nations, Inuit, and Métis children, youth and families. If it is determined that the referral screens in for child welfare services, the ISP determines which ANCR service – Intake Assessment, Abuse Investigation or Early Intervention – is the most appropriate to meet the needs of the child and family and makes the appropriate referral. Where an emergency response is required to ensure the safety of children, the matter is immediately referred to the Intake Assessment Program or the Abuse Investigation Program. If, during the screening process, it is determined that the referral does not meet the threshold for a child welfare response, the ISP will provide information regarding community resources that may be of assistance to the family and the intake will be closed.

The Intake Screening Program also screens referrals on children and families who are currently receiving services from another mandated child and family service agency and ensures that the source of referral is connected to the appropriate service provider for a response.

The services of the Intake Screening Program were enhanced this year by the implementation of the On Demand Contact Centre which supports the programs capacity to be more responsive to the needs of the public, strengthens the capacity for quality assurance and employee training, and provides better data and information regarding the service needs of our community.



Referrals to the Intake Screening Program



INTAKE

Assessment Program (IAP)



The Intake Assessment Program (IAP) receives referrals from the ANCR Intake Screening (ISP) and After Hours Programs (AHP). Where an emergency response is warranted, the Intake Assessment Program will respond and address immediate concerns for child safety and wellbeing, so that further assessment, planning and stabilization can occur.

The Intake Assessment Program is also responsible for completing a variety of assessments including Brief Services, Voluntary Family Services, Expectant Parent Services, Child Safety, Child Protection Risk Assessment, and Family Strengths and Needs assessments. The Intake Assessment Program is also responsible for conducting child protection investigations when it is alleged that a child may have been subject to neglect. Once an assessment has been completed, and if it has been determined that further mandated child welfare service is required, the program ensures that the family is transferred to the appropriate CFS Authority of Service or where possible their Authority of choice. If no further mandated service is required, the Intake Assessment Program may refer families to community organizations for further supports. The Intake Assessment Program also refers families that would benefit from prevention services to

ANCR's Early Intervention Program.

The Intake Assessment Program embraces and follows the Federal Legislation, An Act Respecting First Nations, Métis, Inuit children, families and youth by ensuring child safety through safety planning with family and community members. If a safety plan cannot successfully be developed, the IAP explores culturally safe placements with extended family and community. In addition, the program ensures that Notices of Significant Measure (NSMs) are sent to Indigenous Governing Bodies (IGBs) as required.

The Intake Assessment Program has continued to experience an increase of the number of delayed transfer acceptances over the last couple of years, particularly in relation to families where the family members do not have Status with a First Nation community, rather they identify having affiliations to one or more First Nation community. The transfer disputes have resulted in a delay of services to families and can be confusing for families as they chose the Authority of Service that they identify as having affiliations with. Due to the increase of transfer disputes, a "Transfer Dispute committee" was established with the intent of ensuring that families are receiving culturally appropriate

services in a timely manner. However, at times the process can be lengthy and therefore, families are temporarily transferred to ANCR's Early Intervention Program to receive services until such time the dispute is resolved or service is concluded as the protection concerns have been resolved.

The Intake Assessment Program continues to receive a high number of referrals concerning expectant parents who are experiencing significant substance misuse throughout the pregnancy, mental illness, and transiency. The Program is often able to safety plan with the parent(s) and their family members, however when not possible ANCR continues to make attempts to locate family through reviewing the family's history, contacting agencies that were previously involved, and contacting community. However, the trend continues and has resulted in a higher number of apprehensions of newborns. The Intake Assessment Program remains committed to working with families, communities, and collaterals to reduce the number of apprehensions of newborn babies.

The Intake Assessment Program has struggled with higher than usual vacancy rates since the Covid 19

pandemic, resulting in increased workload demands. ANCR would like to extend our appreciation to the supervisors, workers, and colleagues across programs that provided support to the program during this challenging time. In the past year the Intake Assessment Program has made significant changes to the staffing complement to support workers to continue providing intake services and address the backlog. One of the changes to staffing was a pilot program converting one worker position per team to a case aide position. Although this reduced the number of worker positions by five for the program, the feedback has been very positive, and workers have expressed relief in having assistance and support. The case aides support children, families and workers by taking children for medical appointments, transporting children for parenting time, delivering essential items to families, assisting workers with administrative work, and so much more. In addition, the creation of the case aide positions created promotional opportunities for ANCR's internal staff and thus far all positions have been filled by internal candidates. The case aides have been a great benefit to the program.

	2022-23	2023-24	2024-25
Intake Assessment Program Referrals:	3,676	3,862	3,610

ABUSE

Investigation Program



The Abuse Investigations Program (AIP) investigates and assesses all allegations of child abuse in Winnipeg, Headingley, and East and West St. Paul. This responsibility includes investigating abuse allegations involving family members, third parties, persons in positions of trust, and foster homes. The AIP is responsible to ensure that families receive appropriate and timely services, to investigate allegations of child abuse or child sexual exploitation, to assess the strengths and needs of the family, and to formulate conclusions to indicate the outcome of investigations. The Abuse Investigation Program respects and follows the Federal Legislation, An Act Respecting First Nations, Métis, Inuit children, families and youth, by seeking opportunities to safety plan with family and community. ANCR also operates four local Child Abuse Committees on behalf of the four CFS Authorities. The Committees are responsible to form an opinion on whether an individual abused a child as alleged, and to determine whether their name should be placed on the Manitoba Child Abuse Registry.

The Child Exploitation Unit (CEU) conducts abuse investigations with children and youth who are at risk of or alleged to be sexually exploited (including children in care with external child welfare agencies). ANCR Child Exploitation Investigators are active participants on several community initiatives with the common goal of reducing the sexual exploitation/trafficking of children and youth. Prevention and education are a goal of the CEU. The team has facilitated several presentations to students of all ages to provide education on child exploitation with a focus on internet and social media safety.

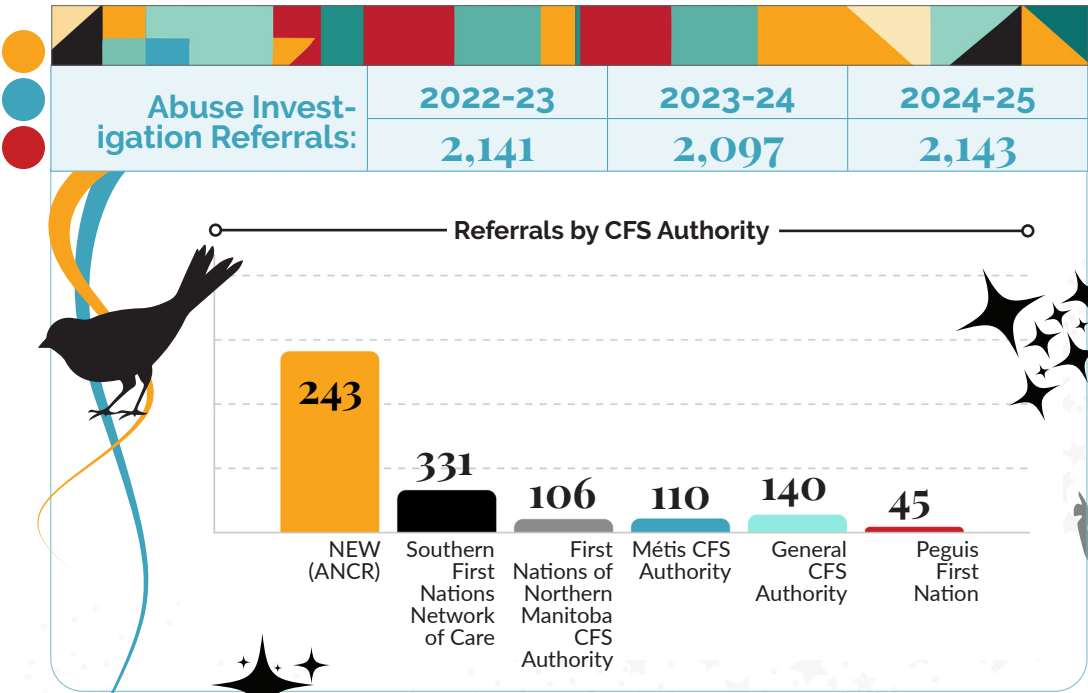
Newcomer families are distinctive and ANCR recognizes their right to culturally agile services that respect their cultural and linguistic heritage. These cases are assigned to abuse investigators with specialized knowledge, understanding and experience working with the Newcomer community. The abuse investigators understand the settlement, acculturation and adaptation process, and assess risk to children within that context. Many newcomer families encounter

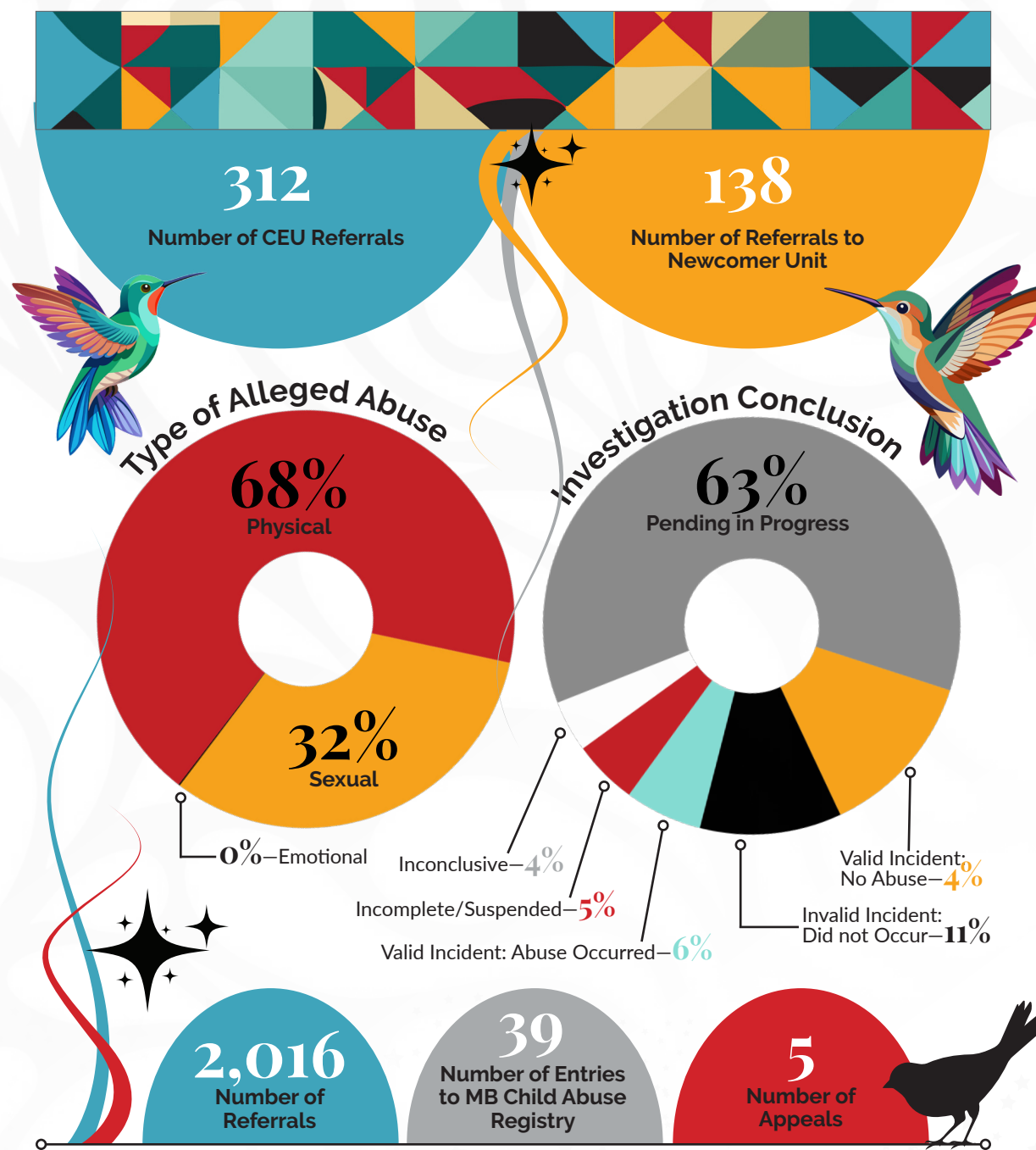
ANCR due to a lack of understanding of accepted disciplinary methods in Manitoba and Canada. The Newcomer Unit has facilitated community workshops to help provide information and support to newcomer families on the role of ANCR, the Child Family Services Act, and available resources.

The AIP works in partnership with TOBA Center for Children and Youth with the common goal of providing the best service to children and families. The Program participates at the TOBA Intake Table to ensure appropriate support and services are being provided to children and families at a multidisciplinary level. Investigators attend TOBA Center regularly to be

present for child interviews with the expected outcome of minimizing the interviewing process for children and youth who have experienced abuse. The Abuse Investigation Program and ANCR value this partnership and recognize the important service TOBA provides the community.

A significant development in the program this year was the implementation of audio recording interviews with alleged child victims and child abuse offenders. This process supports the accuracy of records in the investigation process and provides transparency, credibility and accountability in the work of child abuse investigations.





EARLY Intervention Program



The Early Intervention Program focuses on working collaboratively with families while providing strength based prevention and early intervention services. The program includes two Family Service Teams, the All Nations Family Resource Centre and the Snowbird Lodge Cultural Centre. The service teams both provide short term solution focused planning for families with the goal of streaming them away from the child welfare system and supporting family wellbeing. The service teams are divided into two separate units, one Indigenous team providing services to Indigenous families, and an All Nations team providing services to non-Indigenous families. The service teams work in close partnership with the Resource Centre.

The Resource Centre is comprised of the All Nations Family Resource Centre (ANFRC) and Waa Pina Kosiis Miiki Waahp Cultural Centre (also known as Snowbird Lodge Cultural Centre (SBLCC)). All services are available to families receiving support from ANCR, as well as to others in the community who are in a parenting or caregiving role and wish to access programs and cultural supports. The resource centre offers parenting programs, wellness programs and cultural supports. Cultural ceremonies and events at SBLCC remain a point of pride for ANCR and provide free, accessible cultural services for families in the community. Crescent Moon Teachings for Men (Tibiki Giisiiwin Ininiwag), Full Moon ceremonies for women, and monthly pipe ceremonies continue to occur at SBLCC. In addition, seasonal ceremonies including Fall Equinox, winter solstice, Spring equinox and Summer Solstice are offered quarterly. Sweat lodge ceremonies, medicine picks, and individualised cultural supports are also offered throughout the year.

In the summer the ANFRC offered Journeys for Youth, a program that runs every July. The program utilizes the Circle of Courage model, developed by Dr. Martin Brokenleg and supports the physical, mental, spiritual and emotional well-being of an individual. The aim is to have youth participate in a variety

of activities to generate interest in positive behaviours, to instill a sense of self-worth and increase self-esteem, to provide youth with tools they can use to make healthy lifestyle choices, and to develop healthy relationships with people from all aspects of their lives. This year, nine youth attended Journeys. ANFRC also offered two family outings in the summer and a total of seventy-six families were able to enjoy the days at Tinkertown and the Zoo.

In August, six families participated in ANCR's annual Culture Camp at the Sandy Sauteaux Spiritual Centre. The three-day excursion included an opportunity for caregivers and their children to participate in cultural ceremonies, teachings, and activities with the support of the EIP team. One family shared that due to safety concerns in their neighborhood their children rarely have the chance to play outside. The camp offered a rare and precious opportunity for them to run around freely and connect with other children.

Parenting programs and wellness programs were offered through ANFRC/SBLCC and ranged from Circle of Security, Positive Discipline, Triple P, Nobody's Perfect, Caring Dads, Overcoming addictions, Traditional Parenting, and many more.

In response to growing demand, ANFRC successfully developed and piloted its new Minor Parent Program at Southeast Collegiate, marking a significant step forward in supporting young parents within the education system. SBLCC also began a drumming group where women were taught about the significance of the drum and then had an opportunity to make one.

ANFRC/SBLCC continues to build and strengthen valuable relationships with community partners and has offered numerous programs in our community. During the last year ANFRC/SBLCC have offered over twelve programs in partnership with Victor Mager School, Aboriginal Health and Wellness Centre, Dufferin School, ACORN Place, Norquay School, Fort Rouge School, Manitoba Youth Centre, Weston School, Southeast Collegiate, Mulvey School, David Livingston School, and Lord Selkirk School. For the first time, we hosted a Nurturing Families Drum Group at Norquay School. This program brings parents and children together through drum teachings to strengthen their bond. It concludes with a celebration of drumming and singing open to the community. The Resource Centre continues to welcome new partnerships to get services to families closer to home as well as meet the needs of the community in which families reside in.

Early Intervention Program Referrals





ALL NATIONS
FAMILY RESOURCE CENTRE
SERVICES / PROGRAMS



NUMBER OF
PARTICIPANTS



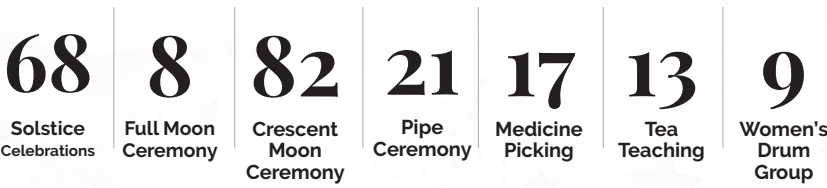
SNOWBIRD LODGE
CULTURAL CENTRE
PROGRAMS



PARTICIPANTS
SNOWBIRD LODGE
CULTURAL CENTRE



INDIGENOUS
CEREMONIES
AND CULTURAL ACTIVITIES



WICHIHIWEWIN

Program



The Wichihewin Program (pronounced We Ji Way Win, an Oji-Cree term meaning “helping others”) supports ANCR in delivering emergency and support services to children and families. The program is composed of a Supervisor, Coordinator, and Case Aide. The program is responsible for the management and coordination of ANCR’s family support program which provides respite and childcare for families requiring in home assistance. It serves as a liaison to community-based support services and manages ANCR’s dedicated emergency placements developed in partnership with the Ma Mawi Wi Chi Itata Centre.

Additionally, the Wichihewin Program manages ANCR’s internal emergency resources—including a clothing room, a food pantry, and essential goods such as cribs, bassinets, and car seats. The program also coordinates ANCR’s Comfort Kit Program, funded by the Children’s Aid Foundation. This initiative, part of Canada’s Ted and Loretta Rogers Foster Care Comfort Kit Program, is dedicated to improving the experience of children entering the child welfare system. Each child receives a specially designed backpack filled with essential items to support their well-being, safety, and sense of security during this challenging transition. Through these Comfort Kits, the program helps children feel cared for and supported as they adjust to their new circumstances.



WICHIHIWEWIN
IN HOME
SUPPORTS

ANCR's Wellness Committee



ANCR's Wellness Committee is a sub-committee of ANCR's Workplace Safety and Health Committee and is made up of volunteer representatives from management and labour. Members work collaboratively to identify, promote, and implement positive physical and mental well-being engagements through various initiatives, education, and partnerships with community organizations and resources. The Committee defines wellness as the full integration of occupational, physical, social, intellectual, spiritual and emotional well-being. The Committee's purpose is to contribute to a healthy work environment at ANCR that allows and encourages employees to reach their health and wellness goals, arising out of, or in connection with, activities in the workplace and beyond.

The Wellness Committee has had many accomplishments since being formed. These have included furnishing and decorating a quiet room for staff to use for breaks that also includes a lending library. This year the Committee hosted its 3rd annual staff bake and craft sale with all profits donated to Bear Clan Patrol Inc. The Committee also organized appreciation luncheons in honour of Social Work Week and Administrative Professionals Appreciation Day. The Wellness Committee looks forward to continuing to work toward wellness in the workplace and contributing to a healthy work environment.



The mandate of the ANCR Human Resources department is to hire and retain a diverse, representative workforce of highly skilled people who uphold ANCR’s values, and who are equipped to fulfill ANCR’s mission.

Vacancies this year continue to be a challenge, as with most child welfare agencies we compete for qualified, capable candidates. Workforce mobility continues to result in higher than average turn over rates. Our Human Resources team has worked intensively in areas of highest need to maintain staffing and make headway on vacancy rates. We have been particularly excited to see students who have been in practicum placements with ANCR apply and succeed in employment with us. Investing in students is a very worthwhile strategy.

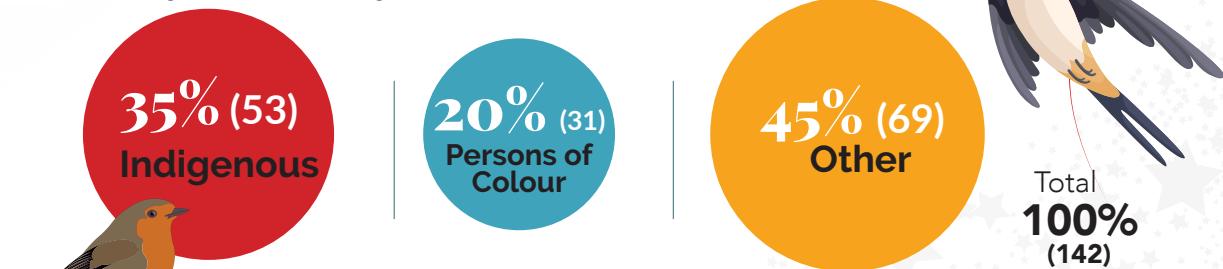
Another key strategy focused on addressing vacancies and best service, was the initiation of a Case Aide pilot in our Intake Assessment Program with one Case Aide position per team. This project has allowed existing employees to move promotionally within the organization and to contribute their knowledge and experience in direct service roles.

In our labour relations conversations, a high priority has been placed on strategies that address worker safety. This priority is addressed at the workplace safety and health committee and at the Labour-Management table. We have continued to deliver a very robust worker field safety and administrative safety training and have begun rolling out a field safety phone application for front line staff.

ANCR and MGEU signed the new collective agreement in March after months of work and negotiations. The agreement reflects ANCR’s commitment to a workforce representative of the population we serve, as well as resources for the care and wellbeing of a workforce engaged in urgent and challenging employment conditions.

Staff Positions (FTEs)	March 31st 2023	March 31st, 2024	March 31st, 2025
Senior Management	7	7	9
Human Resources	4	5	5
Finance and IT	4	4	4
After Hours Program	20.2	20.2	20.2
Safe Rides	6	9	9
Intake Screening Program	13	13	13
Intake Assessment Program	47	45	45
Wichihewin Program	1	3	3
Abuse Investigation Program	31	31	31
Early Intervention Program	28	29	29
Administration & Reception	5	5	5
TOTAL ANCR POSITIONS	166.2	174.2	176.2

Employee Diversity*:



* Includes full and part time employees, does not include casual employees

Vacancies (FTE)	March 31st, 2023	March 31st, 2024	March 31st, 2025
Percent	14%	18%	14%



Executive Director

Executive Administrative Assistant

QA and Legal Clerk

ANCR
Organizational Chart



Early Intervention Program Director

2 Family Service Teams:
2 Supervisors
2 Administrative Support
12 Early Intervention Workers

Resource Centre:
2 Supervisors
2 Administrative/Receptionists
6 Early Intervention Workers
1 Cultural Advisor
1 Family Wellness Worker
1 Traditional Helper

Reception Team:
2 Receptionists
1 Receptionist/File Clerk

Wichihewin Program:
1 Supervisor
1 Coordinator
1 Case Aide

After Hours & Intake Screening Program Director

2 After Hours Teams:
3 Supervisors
1 Administrative Support
27 After Hours Workers
(20.2 FTE)

2 Safe Rides Teams:
1 Supervisor
2 Coordinators
6 Outreach Workers

2 Screening Teams:
2 Supervisors
1 Administrative Support
10 Screeners

Intake Assessment Program Director

5 Assessment Teams:
5 Supervisors
5 Administrative Support
30 Assessment Workers
5 Case Aides

Abuse Investigator Program Director

3 Abuse Investigation Teams:
3 Supervisors
3 Administrative Support
21 Abuse Investigators
2 Child Exploitation Investigators

Child Abuse Committee
1 CAC Coordinator
1 CAC Administrative Support

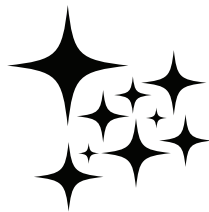
Finance Finance Director

Finance Team:
1 Payroll Administrator
1 Financial Analyst
1 Payroll/AP Clerk

Human Resources HR Director

HR Team:
2 Human Resource Generalists
1 Administrative Support
2 Training Coordinators

Building Operations/IT
Coordinator



ACKNOWLEDGING

Our Generous Donors



We extend our deepest appreciation to each donor who supported us this year. Your generosity empowers us to make a meaningful impact in our community. Your commitment and assistance has strengthened our capacity to provide culturally safe and agile child and family services.

Thanks to you, we've been able to provide opportunities and resources to the ANCR team and our community that would not have been possible without your organization.

Together, we are building a stronger, safer, and healthier community. Thank you.

Children's Aid Foundation of Canada

Cochrane Sinclair LLP

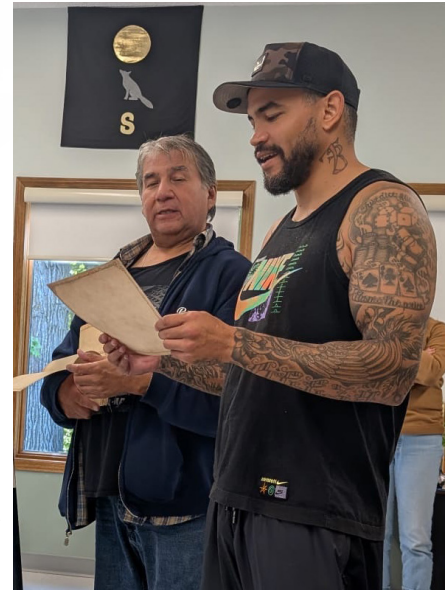
True North Foundation

Winnipeg Symphony Orchestra

Winnipeg Goldeyes

City of Winnipeg







A COPY OF ANCR'S AUDITED FINANCIAL STATEMENTS
CAN BE OBTAINED BY CONTACTING OUR FINANCIAL DEPARTMENT

NOTES:



Lined area for notes, consisting of 20 horizontal lines.





All Nations Coordinated Response Network

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