



Annual Report

2025-2026

Responding to Child Safety
Supporting Families
Strengthening Connections



Annual Report

2025-2026



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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) was mandated by the Southern First Nations Network of Care 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. ANCR operates as a non-profit, independent agency 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, the Child and Family Authorities Act, An Act Respecting First Nations, Inuit and Métis children, youth and families, and all associated regulations and standards.

LAND Acknowledgement

ANCR is located on Treaty One Territory and the National Homeland of the Red River Métis. We acknowledge these are the ancestral lands of the Anishinaabeg, Anisininew, Dakota Oyate, Nehethowuk, Métis, and Michif Peoples. This territory is also a place of significance for the Denesuline and the Inuit, some of whom have been living here for generations.

We acknowledge that our water is sourced from Shoal Lake 40 First Nation (Shoal Lake 39 is also impacted) in Treaty Three Territory, and that most of our hydroelectricity comes from Treaty Five Territory in northern Manitoba.

As a child and family service agency, ANCR is committed to Truth and Reconciliation. We acknowledge the historic and continuing devastation that child welfare systems have caused to First Nations, Inuit, and Métis children, families, and communities.

ANCR commits to working with in partnership with Indigenous communities to restore jurisdiction, uphold inherent rights, and support family and community led solutions.

We further commit to continuous learning, transparency, and accountability as we work toward a future where all children grow up with their families, cultures, and Nations.



MESSAGE from the Board of Directors

On behalf of the Board of Directors, I am pleased to present this Annual Report and reflect on a year marked by commitment, resilience, and meaningful achievement. Throughout the year, our agency remained diligent in its commitment to supporting the safety and well-being of children, youth, and families in the communities we serve.

As a Board, we recognize the ongoing importance of Truth and Reconciliation and our responsibility to support meaningful change. We remain committed to listening, learning, and working alongside Indigenous children, families, communities, and partners to ensure our services are respectful, culturally responsive, and reflective of Indigenous rights, strengths, and traditions. This commitment continues to guide our governance, decision-making, and service delivery.

One of the most significant accomplishments this year was the successful relocation of our head office. This complex undertaking required careful planning, coordination, and dedication from all ANCR team members and leadership. The move was completed

with no disruption to services and has positioned the agency to better meet the needs of children, families, and ANCR team members for years to come. The Board extends its sincere appreciation to everyone who contributed to this important milestone.

Our agency also continued to provide culturally agile services that recognize and respect the unique backgrounds, traditions, and experiences of the children and families we serve. By embracing approaches that are responsive to culture, identity, and community connections, we strive to ensure that services remain accessible, relevant, and effective.

In addition, we are proud of our ongoing role in the delivery of intake services on behalf of the four Child and Family Services Authorities and their mandated agencies. Through collaboration, professionalism, and a shared commitment to child safety and well-being, our teams work diligently to ensure that children and families receive timely support and connection to the most appropriate services and resources.

These accomplishments reflect our continued commitment to our vision,

mission and values that guide our work each day. The Board is grateful for the dedication of our staff, leadership team, and community partners, whose efforts make this work possible. Together, we remain focused on strengthening families, protecting children, and building a future where all children can thrive in safe, healthy, and culturally supportive environments.

Thank you for your continued trust, partnership, and commitment to the children and families we serve.

Barb Lavallee
Chairperson



ANCR Board of Directors

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

SHIRLENE ASHAM
Chief Executive Officer of
Southern First Nations Network
of Care

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

KARLA HILDEBRAND-EDEN
Chief Executive Officer 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

It is with great pride that I present to you the Child and Family All Nations' annual report for the 2025-26 fiscal year. I continue to be impressed with the achievements of our team and the accomplishments of the agency despite the continued increasing challenges we face.

As we reflect on the past year, I am filled with gratitude for the resilience, dedication, and compassion demonstrated by our staff team, leadership, and the children, youth, and families we serve. Throughout the year, our agency remained steadfast in its commitment to supporting the safety, well-being, and strengths of children and families. This annual report highlights the progress we have made together, and our ongoing commitment to providing culturally responsive, family-centered, and trauma-informed services that honour the unique needs of those we serve.

One of the most important undertakings of the past year was the relocation of our head office from its previous longstanding location on Portage Avenue to the Manitoba Métis Federation office at 200 Main Street. A move of this size was a momentous feat and took the dedication and hard work of every ANCR team member. It required months of teamwork, and collaboration across

all areas of the agency. From managing logistics and technology infrastructure, to ensuring continuity of services and minimizing disruptions for children, families, and community partners, the transition demanded a tremendous collective effort. This accomplishment would not have been possible without the flexibility, patience, and commitment demonstrated by our team members. Throughout the moving process, employees adapted to changing workspaces, new procedures, and unexpected challenges while continuing to provide high-quality services to the children, youth, and families who rely on us. Their professionalism ensured that services remained accessible and responsive during a period of significant organizational change. The successful completion of this move reflects the strength of our agency, the dedication of our team, and our shared commitment to creating a workplace that supports collaboration and service excellence. I extend my sincere appreciation to everyone who contributed to making this transition a success.

This year ANCR continued to focus on our commitment to the safety and well-being of our staff team. The relocation to a new head office brought with it a safer and more secure workplace including on-site

security, secure parking, and other workplace safety enhancements to our workspace. ANCR also implemented SafetyLine for service delivery staff, a cloud-based monitoring solution that allows ANCR to ensure workers' safety, and quickly handle emergencies when they happen. ANCR also continued in its mandatory staff field safety training with plans to update the training based on the physical layout and procedures of the new location.

Our agency is committed to fostering a trauma-informed workplace that recognizes the impact of trauma on both the children and families we serve and the professionals who provide that support. We believe that the well-being of our staff is essential to delivering effective, compassionate, and culturally responsive services. Through ongoing investments in employee wellness, professional development, psychological safety, and supportive leadership practices, we strive to create an environment where staff feel valued, respected, and empowered. We are working towards a healthy workplace culture that enables our team to thrive while continuing to meet the needs of children, youth, and families with excellence and care. Our staff are our greatest asset, and we are committed to ensuring they have the support they need to succeed both professionally and personally.

This year ANCR provided professional development opportunities in Trauma Informed Leadership,

Trauma Informed Care, and Vicarious Trauma. In the upcoming year, ANCR is continuing in its support of this strategic priority and will be providing further training and supports with the implementation of BOS (Before Operational Stress), an evidence informed mental health and resilience training initiative. BOS is specifically designed for public safety personnel and first responders and was developed by mental health experts and psychologists to provide practical tools for frontline workers to manage operational stress. The training will commence with the management team, followed by delivery to all ANCR team members.

This year our agency also affirmed its committed to providing respectful, inclusive, and affirming services to all children, youth, and families, including those who are members of the 2SLGBTQQIA+ community. We recognize the importance of creating safe and welcoming environments where every individual is treated with dignity, respect, and compassion. Through ongoing learning, and a commitment to equity and inclusion, we strive to ensure that children, youth, and families feel valued, supported, and empowered to be their authentic selves. By promoting understanding, acceptance, and equity within our organization and the communities we serve, we aim to ensure that everyone feels welcomed, supported, and connected to the resources they need to support their well-being. ANCR will

be achieving this through agency declaration, policy development and amendment, professional development opportunities, community engagement, reviewing and amending service delivery tools, and acknowledging, celebrating and learning from the 2SLGBTQIA+ community.

I hope you find our annual report to be both informative and inspiring. This report provides a summary of our achievements and accomplishments, reflecting the multitude of services we provide to our community. I am proud to share information about the volume and depth of the services we have provided but also share how our services are directly linked to the agency vision and mission. When reviewing this report, I ask the reader to consider the strength, resilience, skill set and commitment it took our ANCR team to support our community and to ensure the safety and well-being of our children,

youth and families. My deep and sincere appreciation goes out to every member of our ANCR team. The agency's accomplishments this year are a direct reflection of the professionalism, resilience, and unwavering resolve of our staff.

I acknowledge and thank the leadership provided to ANCR by the ANCR Board of Directors, our mandating authority, The Southern First Nations Network of Care, and ANCR's Joint Management Group, the four CFS Authorities. The direction, guidance, support, and commitment of the agency leadership lay the foundation for ANCR to be successful in providing accessible, effective, adaptable, and culturally agile child and family intake services.

Thank you!

Sandie Stoker
Executive Director



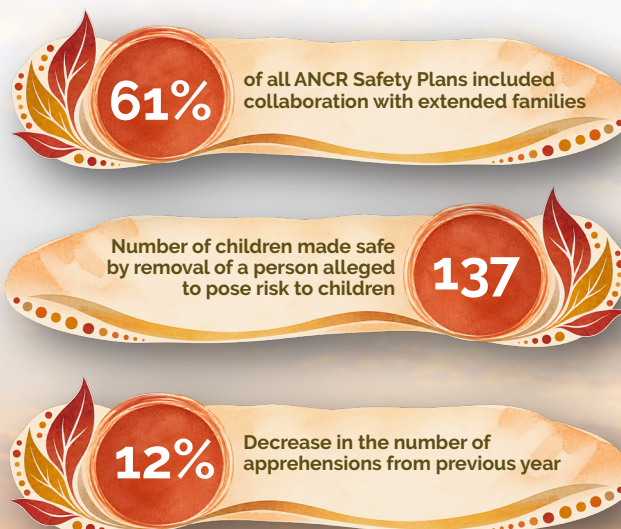
ADVANCING Our Mission

ANCR's mission is to promote and support the safety and well-being of children and families by providing culturally appropriate, strength-based child and family intake services.

The agency's commitment to our mission has been unwavering and supported by our dedication to creating meaningful outcomes for the children, families, and communities we serve. Guided by our values and strategic outcomes, we strengthened services, embraced opportunities for collaboration, and responded to the needs of families and communities with humility, accountability, compassion, and empathy. Our approach emphasized respect, empowerment, and self-determination, ensuring that services were responsive to the individual needs, cultures, and circumstances of those we serve.

In line with our mission, ANCR acknowledges that the safety and well-being of children cannot be supported without the consideration and support of the families and communities of those children. Our agency mission and values are in line with the provincial and national standards which guide us and remind us that cultural continuity is essential

to the well-being of children and families, and that children's physical, mental, emotional and spiritual health is best supported when children live with and are members of their family, culture and community. It is for this reason that we strive to include extended families and community members in the development of all safety and family plans created by ANCR. It is also why ANCR has made it a priority to explore all alternatives when creating safety plans, including removing the person who poses risk to children from the family home as opposed to removing the children. Our commitment to working in partnership with family and community has yielded positive outcomes for children and families.



In further support of our mission, ANCR strives to provide culturally safe and agile services, and there are multiple ways in which the agency achieves this. ANCR's staff recruitment processes are supported by strategies to support a representative workforce of the diverse cultures and nations we provide services to. ANCR currently has a diverse workforce that is made up of 38% self-declared Indigenous team members and 20% self-declared people of colour. ANCR also focuses on providing professional development that supports and expands team members' understanding of our diverse children and families. This year these opportunities included professional development opportunities on Colonization, The Birth of the Métis Nation, and Cultural Insights.

ANCR is honoured to be trusted to provide Early Intervention services as part of the service delivery paradigm at the intake level. Our Early Intervention program engages with families who are experiencing challenges that result in potential safety and risk factors to child safety and well-being. By working with families in a collaborative, strength-based approach, families are cared for to foster health, wellness, resiliency, and empowerment. Families are supported in establishing informal and formal connections and resource networks to provide a healthy foundation for their family's wellbeing. This year ANCR experienced a 7% increase in referrals to our Early Intervention program. Of

those families who received services from the program, 38% experienced a decrease in the assessed risk of child maltreatment. ANCR can also report that 99% of families who received services from the Early Intervention program did not have any children come into care within the following year.

The ANCR All Nations Family Resource Centre and Snowbird Lodge Cultural Centre are key components of ANCR's service delivery and play a critical role in our progress towards achieving our mission. This year we experienced a 27% increase in the number of referrals to our Resource Centre, which provides a multitude of services focused on enhancing and building upon people's parenting skills, personal wellness as well as substance misuse and relapse prevention programs, and programs focused on healthy interpersonal and family relationships. In addition, the Snowbird Lodge Cultural Centre provides parenting, family, and wellness programs based on Indigenous cultural and familial traditions and practices including Traditional Parenting (32% rate of completion), Red Road to Healing, Mino-Pimatziwin, and Nanaandawi Odizowin. Snowbird Lodge Cultural Centre also offers multiple Indigenous services, celebrations, and ceremonies including monthly full moon and pipe ceremonies, Sweat Lodge ceremonies, quarterly Solstice celebrations, and regular opportunities for medicine picking.

ANCR realizes that we do not do our

work in isolation of our community, and that together we can achieve better outcomes for our children and families. ANCR's commitment to community partnerships and collaboration is foundational to the agency achieving its mission. The agency's long-standing partnership with Ma Mawi Wi Chi Itata Centre has resulted in access to culturally safe placements for children who need to come into care temporarily. This year 28% of all children apprehended were placed in the Ma Mawi Wi Chi Itata resource, Circle of Care. ANCR is looking forward to building upon our partnership and working with the Centre's Nagijeung Abinoojiik (Care For Our Children) Family Helpers Action Support Team (FHAAT) to strengthen families and keep them unified. ANCR also acknowledges our other collaterals and partners who are key to quality strength-based services including The Link, TOBA Centre for Children and Youth, the Health Sciences Centre Winnipeg, Winnipeg Police Services and all other mandated CFS agencies in our province.

Our All Nations Family Resource Centre further exemplifies ANCR's

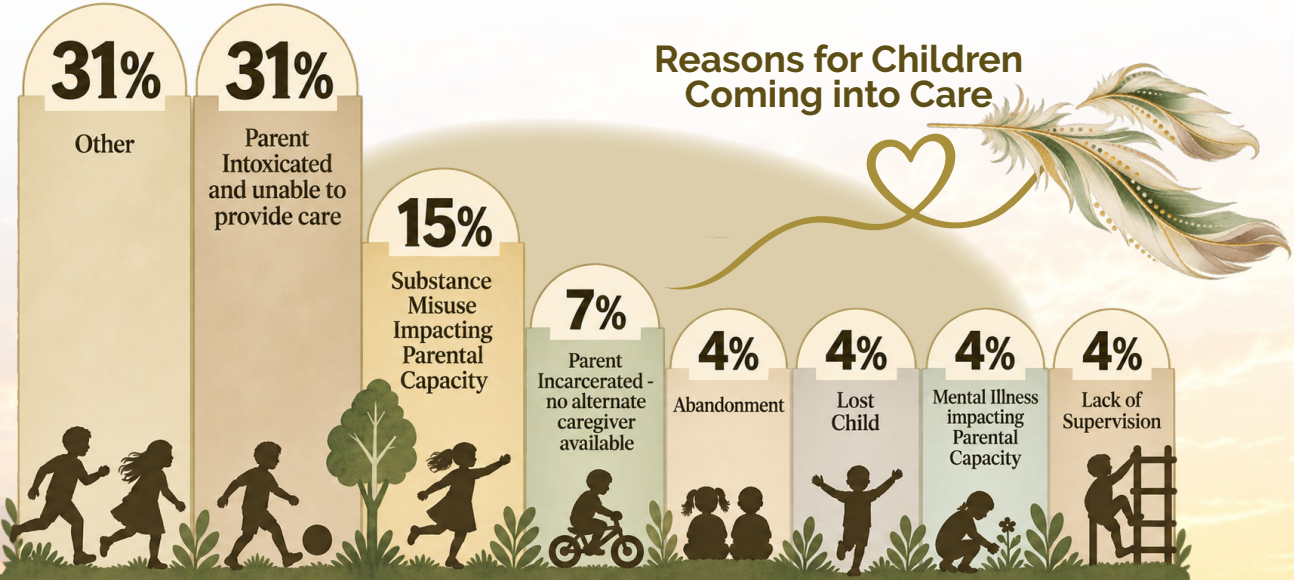
commitment to community partnerships, and collaboration. We are proud that this year, the Resource Centre was able to deliver programs for families in our community through our partnerships with the Aboriginal Health and Wellness Centre, Blake Gardens Resource Centre, Dufferin School, Fort Rouge School, Gilbert Park School, Victor Mager School, Norquay School, and Weston School.

As we reflect on the past year, we are proud of the progress made in advancing our mission and supporting the children, youth, and families we serve. Through collaboration, humility, openness, and a commitment to providing culturally agile, strength-based services, we continue to build relationships, strengthen families, and promote the safety and well-being of children. While challenges remain, we are encouraged by the resilience of our communities and the dedication of our team, partners, and stakeholders. We will continue to move forward with purpose, compassion, and accountability, ensuring that our mission remains at the center of everything we do.



Families transferred for on-going Child and Family Services		
Authority	2024-25	2025-26
Southern First Nations Network of Care	343	282
First Nations of Northern Manitoba CFS Authority	234	207
General CFS Authority	459	492
Métis CFS Authority	101	66
Peguis First Nation	1	2
Total	1138	1049

Children in Care transferred for on-going Child and Family Services		
Authority	2024-25	2025-26
Southern First Nations Network of Care	94	94
First Nations of Northern Manitoba CFS Authority	67	94
General CFS Authority	37	44
Métis CFS Authority	6	1
Peguis First Nation	5	1
Total	209	234



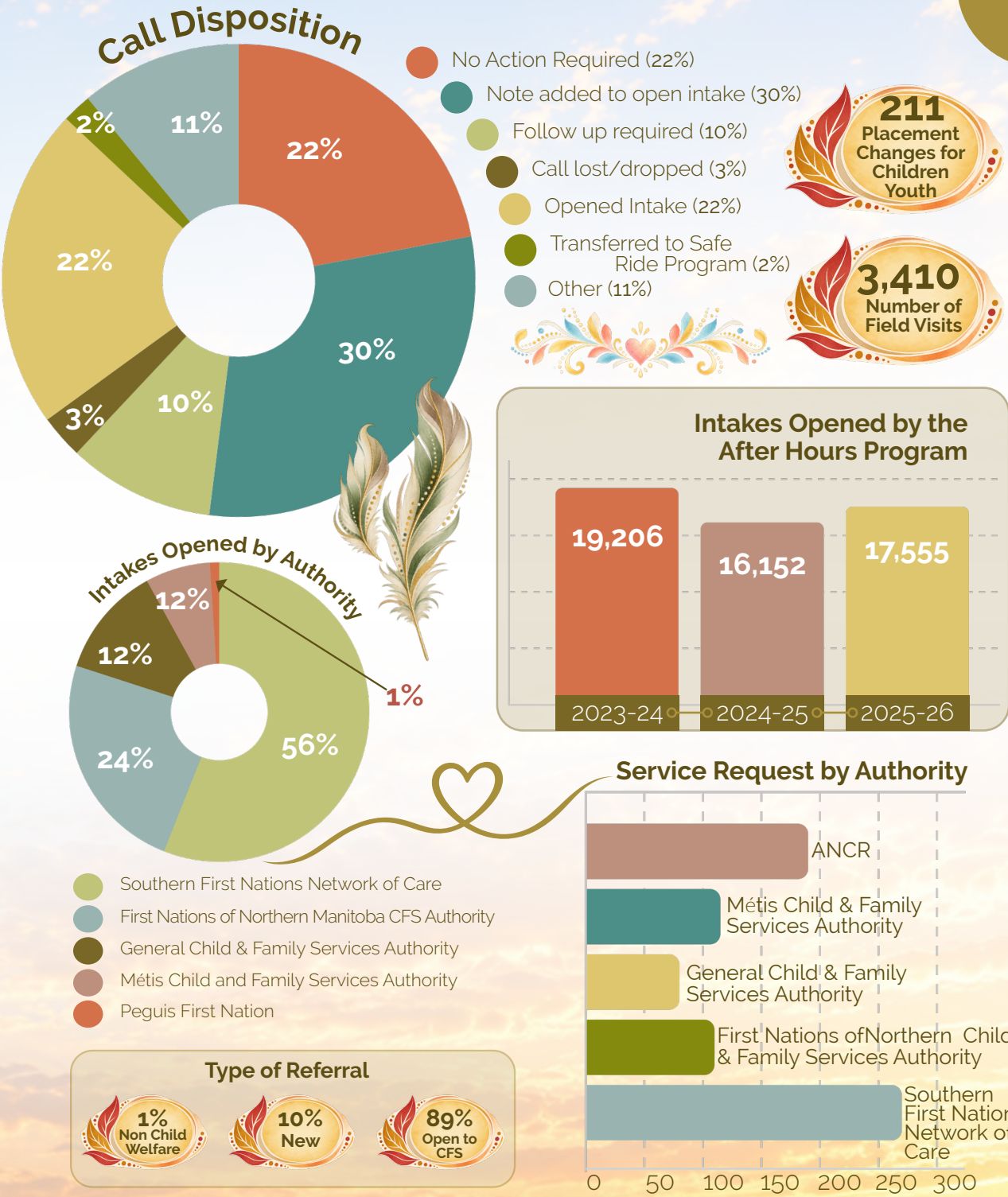
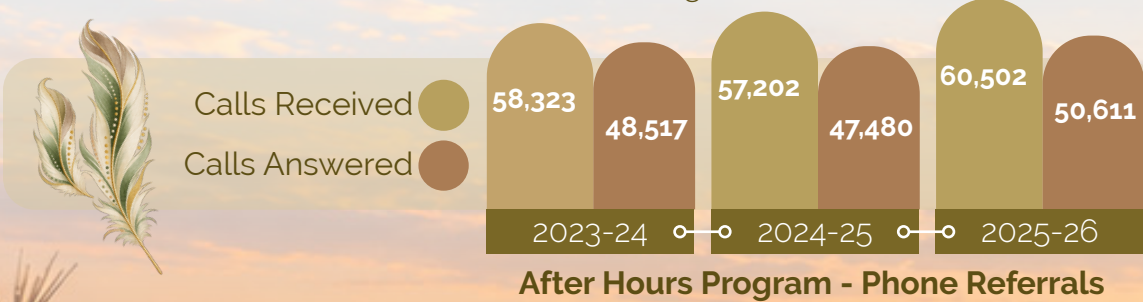
AFTER HOURS Program

ANCR is mandated to provide emergency child welfare services on behalf of all mandated CFS agencies in our jurisdiction outside of regular business hours (4:30 pm to 8:30 am, Monday to Friday, 24 hours a day on Saturday and Sunday, and statutory holidays).

The program has been actively recruiting team members over the past year, resulting in the After Hours program experiencing one of its lowest vacancy rates in recent memory. This success is a result of a team effort involving the ANCR management team and Human Resources department. We are grateful to the supervisors, experienced staff, and mentors who have worked exceptionally hard to train and support the newest members of the After Hours team.

This year ANCR evaluated and updated the service criteria for the program, bringing the services in line with ANCR's mandate to provide

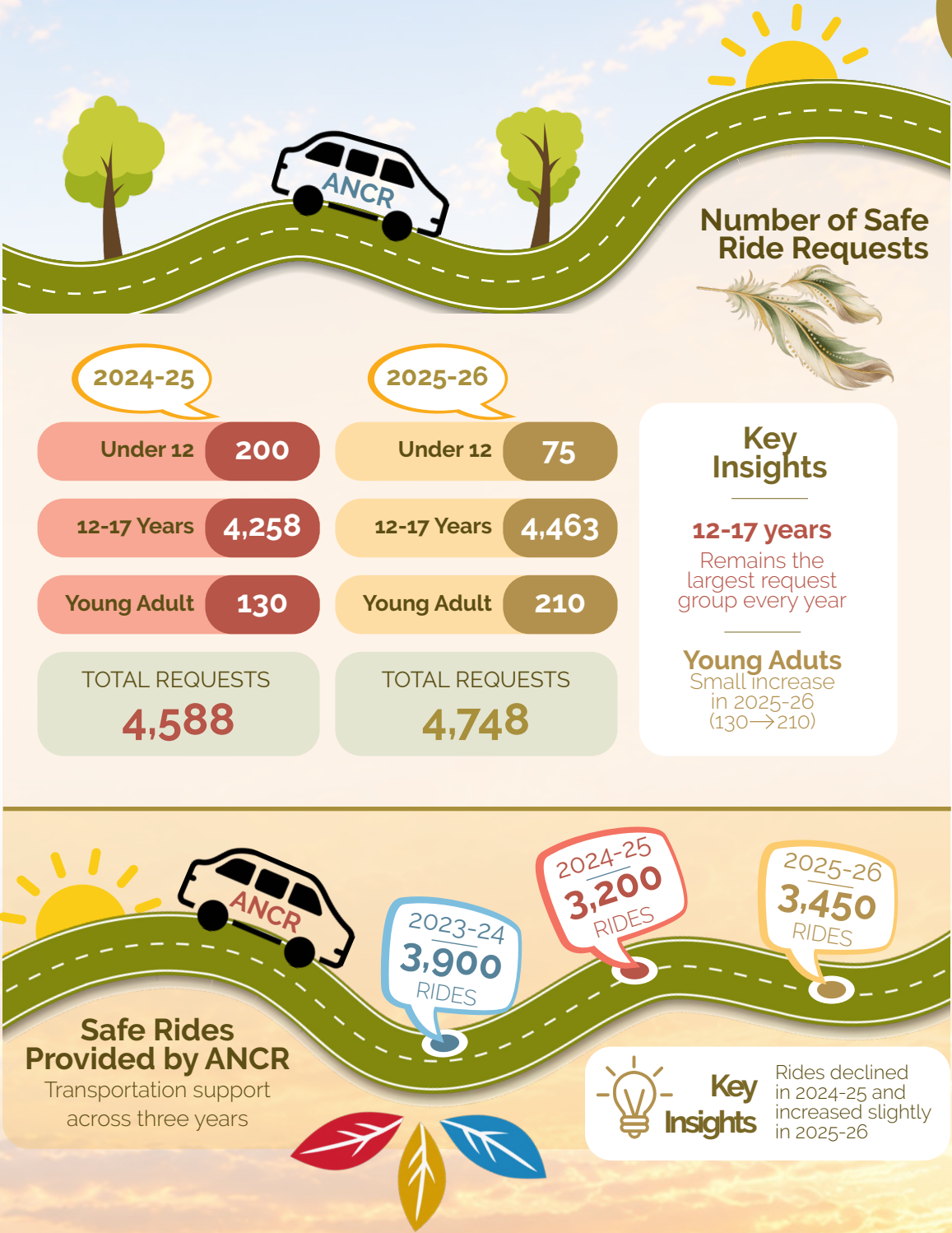
emergency child and family services. Another priority for the year was the training of After Hours team members with a particular focus on trauma-informed practices. Training initiatives included supervisors participating in trauma-informed leadership as part of the agency's recruitment and retention initiatives, and staff receiving training on Adverse Childhood Experiences (ACEs) to support them in being more trauma-informed in their practice. ANCR After Hours continues to strive for service excellence and has been working in collaboration with the Human Resources training team to improve the training and orientation for After Hours staff including increasing the frequency, relevance and accessibility of ANCR training modules. Also, After Hours staff have taken training on the ANCR Screening Guide and have been making service and response decisions based on the Guide. This has resulted in more consistent service and decision making.



SAFE RIDE Program

The Safe Ride program, resulting from a partnership between the Manitoba Department of Families and ANCR, is entering its fourth year of operation. We are pleased to announce that the program is no longer in a pilot phase, it is now a permanent component of the After Hours program service delivery model. The program forms part of ANCR's commitment and response to the Truth and Reconciliation Calls to Action and the National Inquiry into Missing and Murdered Indigenous Women and Girls. Safe Ride reduces the risks for children and youth by ensuring they have access to safe transportation back to their child and family services placement. The program is operational seven days a week from 5 pm to 4 am. As the

program has grown and developed, we have identified that the training needs for Safe Ride staff are unique compared to other ANCR programs. We are in the process of evaluating the training needs of program staff and developing training opportunities to meet those needs. The Safe Ride program has demonstrated success and made significant achievements. It is accomplishing its goal to reduce and minimize the time children and youth are away from placement and is used daily by numerous children and youth. The Safe Ride Outreach workers have developed strong relationships with our youth, with some youth requesting a particular outreach worker to provide the transport when they call.



INTAKE SCREENING Program

The Intake Screening program (ISP) is the entry point to the services of ANCR during normal business hours. Intake Screening provides the first response to all new requests for service under the Child and Family Services Act. The program strives to make all decisions in the child and family's best interests by reviewing the information within the referral, gathering any pertinent current and historical information, and utilizing the ANCR Intake Screening Guide. The Screening Guide has been in use since its development in 2017. Since that time, there have been significant changes in child welfare and the Child and Family Services Act. ANCR has implemented a process of reviewing and updating the Screening Guide to ensure consistency with current provincial and federal legislation, standards and best practice.

Over this past year, the program has extended their work hours from 8:30 am to 4:30 pm to 7:30 am to 4:30 pm. This change was implemented to support the After Hours program by

providing additional supports so that the After Hours program could finish their work assignments by the end of their scheduled shift. Additionally, with the capabilities of the On Demand Contact Centre (ODCC), which is an internet-based call system, Intake Screeners now have the option to work from home part of the time. This has been effective during times of inclement weather and has prevented disruption in phone service.

To improve efficiency and the customer experience, the Intake Screening Program implemented a call back feature. ANCR recognizes that during times of high call volumes, callers can be left on hold for longer periods of time. With the call back feature, callers now have the option of receiving a call back instead of waiting on hold. While it is relatively new, preliminary data suggests that callers are opting for this feature and ANCR is successful in ensuring all requested call backs are returned.

ANCR Reception



Key Insights

Highest Call Volumes occurred in 2024-25

Calls received remained high in 2025-26

The gap between received and answered calls widened by 2025-26

Intake Screening Phone Referrals

Calls received and answered across three years



Key Insights



Phone referrals increased across the three-year period



2025-26 recorded the highest volume of received and answered calls.



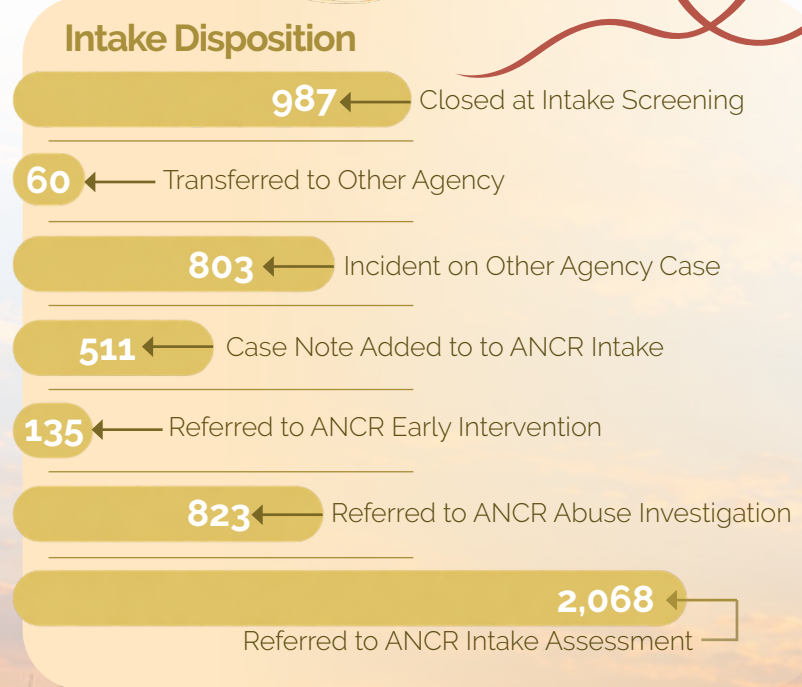
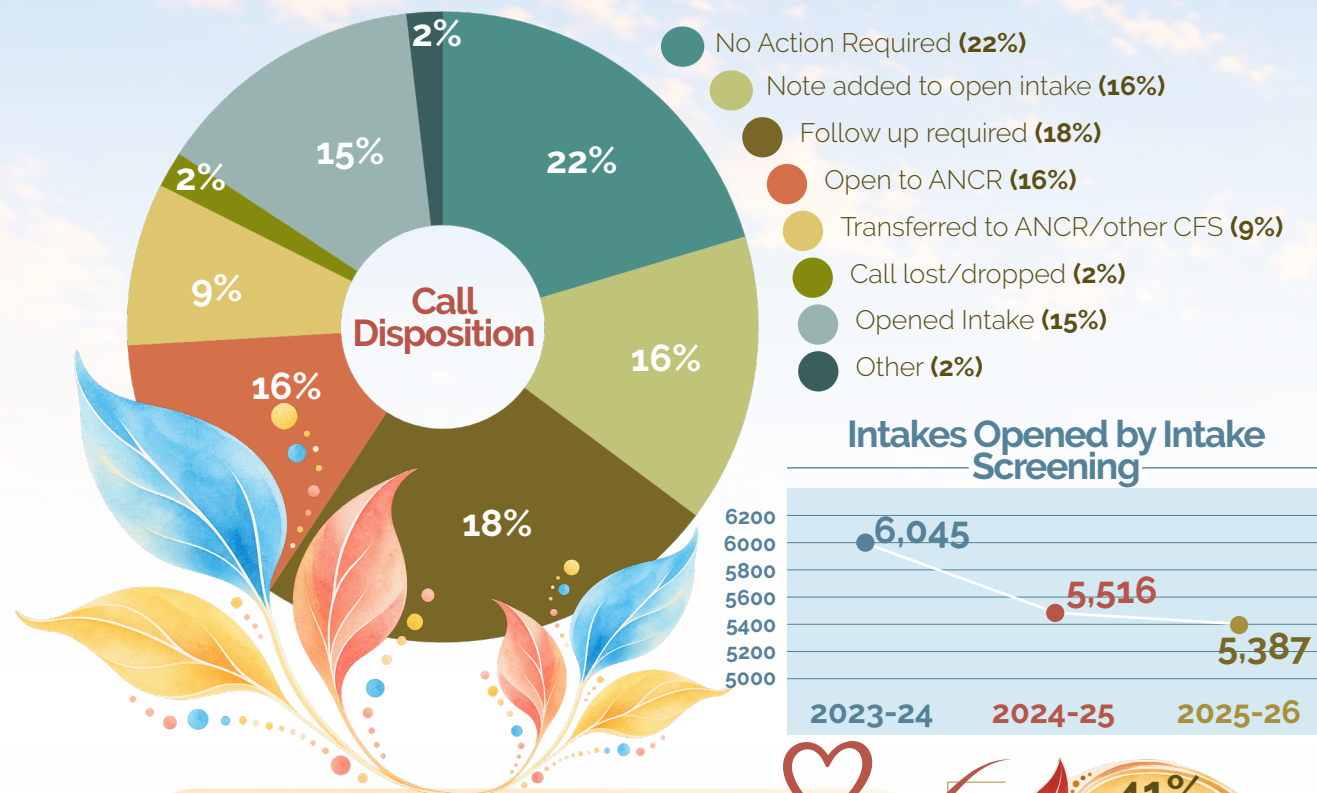
The difference between received and answered calls was most noticeable in 2024-25.

INTAKE ASSESSMENT Program

The Intake Assessment program (IAP) is responsible for completing an assessment on intake referrals screened in under the Child and Family Services Act. The program completes a variety of assessments dependent upon the type of referral. The assessments include Brief Services; Voluntary Family Services; Expectant Parent Services; Child Safety; Risk; and Family Strengths and Needs. The IAP is also responsible for conducting child protection investigations when it is alleged that a child may have been subject to neglect. Where an emergency response is warranted, the program will respond and address immediate concerns for child safety and wellbeing, so that further assessment, planning and stabilization can occur. Once the assessment and/or investigation has been completed, and if it has been determined that further CFS services are required, the program ensures that the family is transferred to the appropriate Authority of Service. If no further mandated service is required, the IAP may refer families to community organizations for further supports. The program also refers families that would benefit from prevention services to ANCR's Early Intervention program.

This program continues its commitment to providing services in compliance with the national standards set out in *An Act Respecting First Nations, Inuit and Métis, children, youth and families*. ANCR prioritizes 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 (NSMs) are sent to all Indigenous Governing Bodies (IGBs) as required.

The Intake Assessment program continues to receive a high number of referrals regarding mothers with newborn infants who are faced with challenges involving substance use disorder, housing insecurity, and mental health matters. The program makes every effort to safety plan with the parent(s) and their family members, however, when not successful workers continue to make attempts to locate family through reviewing the family's history, contacting agencies that were previously involved, and contacting their community. Nonetheless, even with some success, the trend continues to occur and has resulted



ABUSE INVESTIGATION Program

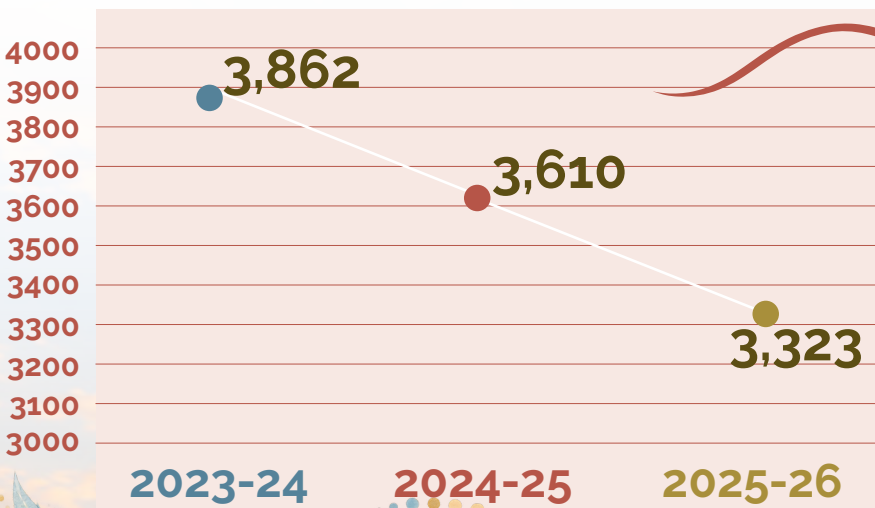
in a high number of apprehensions of newborns.

The Intake Assessment program had previously struggled with higher than usual vacancy rates; however, in the last year the program successfully filled numerous vacancies and has since experienced a sense of stability. Almost two years ago the program piloted 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 was very positive, and workers have expressed relief in having assistance and support in case management activities. The

case aides support children, families and workers by taking children for medical appointments, transporting children and supervising visits, delivering essential items to families, assisting workers with administrative tasks, and so much more. As the case aide positions brought value to the team and enhanced services to families it was determined to extend the terms for another year for further review and evaluation.

ANCR acknowledges all program team members for their ongoing hard work, dedication and commitment towards service excellence.

Intake Assessment Program Referrals



Key Insights

539 fewer program referrals over the three year period, a 14% decrease.

ANCR's Abuse Investigation 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. As part of the child abuse investigation process, the program works in collaboration with multiple partners including other CFS agencies, TOBA Advocacy Center for Children and Youth, Winnipeg Police Service, Street Reach, and the Health Sciences Centre. ANCR AIP appreciates and values its partnerships with our collaterals as these working relationships are imperative to the services provided to children and families, and the outcomes of child abuse investigations.

The Abuse Investigation Program respects and operates in compliance with The Child and Family Services Act and An Act Respecting First Nations, Métis, Inuit children, families and youth by seeking opportunities to safety plan with family and community and ensure culturally safe service provision. 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 families, and to formulate conclusions of investigations. In support of best practice and service excellence, the AIP continues into its second year of audio recording of abuse investigation interviews. This ensures transparency, credibility, and accountability within the investigation process.

The Child Exploitation Unit (CEU) within the Abuse Investigation program conducts abuse investigations with children and youth who are at risk of or are alleged to be sexually exploited. ANCR's child exploitation investigators are active participants on several community initiatives with the common goal of reducing the sexual exploitation and trafficking of children and youth. The team continues to provide presentations to students of all ages to educate about child exploitation with a focus on Internet and social media safety.

New Canadian families are distinctive and ANCR recognizes their right to culturally agile services that respect their cultural and linguistic heritage. Investigations involving new

Canadian families are assigned to abuse investigators with specialized knowledge, understanding, and experience working with the newcomer community. The specialized abuse investigators understand the settlement, acculturation and adaptation process, and assess risk to children within that context. The Newcomer Unit has facilitated community workshops to help provide information and support to new Canadian families on the role of ANCR, the Child Family Services Act, and available resources.

ANCR AIP operates four local Child Abuse Committees on behalf of the four CFS Authorities. Child Abuse Committees provide a multidisciplinary approach in the review of ANCR abuse investigations. The expertise of the collective members of a child abuse committee provides a multi-disciplinary approach to the review of cases. The benefits of a multidisciplinary approach are more effective decision making, shared responsibility, service provider coordination, and consistency in decision making. The committees are composed of community professionals that are experienced and committed to the well-being of children and families within their respective communities. Child Abuse Committees have four primary functions: review every case

of suspected abuse referred to the committee; review the involvement of the police, medical and hospital professionals, and others involved in the investigation; provide consultation in the investigation; and, make recommendations where it is considered appropriate or necessary to protect the child or any other child, including recommending that an alleged offender be named on the Manitoba Child Abuse Registry.

During the year, the AIP engaged with our community stakeholders and collaterals and invited several different community services to present to the program, or complete specialized workshops, with the goal of facilitating community connections and providing specialized tools for investigators to use within their daily work with children, youth, and families. It supports and enables service that is accountable, respects diversity and achieves professional excellence. Presentations and workshops that AIP received included Circles of Support and Accountability, "Youth and Adults Who Engage in Abusive Sexual Behaviors; Risk Assessment for Child Protection Professionals" by Dr. Ellerby and Dr. Rothman, and a presentation with Indigenous teachings from the ANCR Snowbird Lodge Cultural Team.



Abuse Investigation Program Referrals

2023-24

2,097

2024-25

2,143

2025-26

1,993

Key
Insight

2,097 → 2,143 → 1,993

A slight increase in 2024-25 was followed by a decrease in 2025-26.



Abuse Investigation Referrals by Authority

Distribution of referrals across authorities

68%

15%

7%

6%

3%

1%

68%
ANCR (new)

15%
Southern
First Nations
Network of
Care

7%
First Nation
of Northern
Manitoba CFS
Authority

6%
General
CFS
Authority

3%
Métis
CFS
Authority

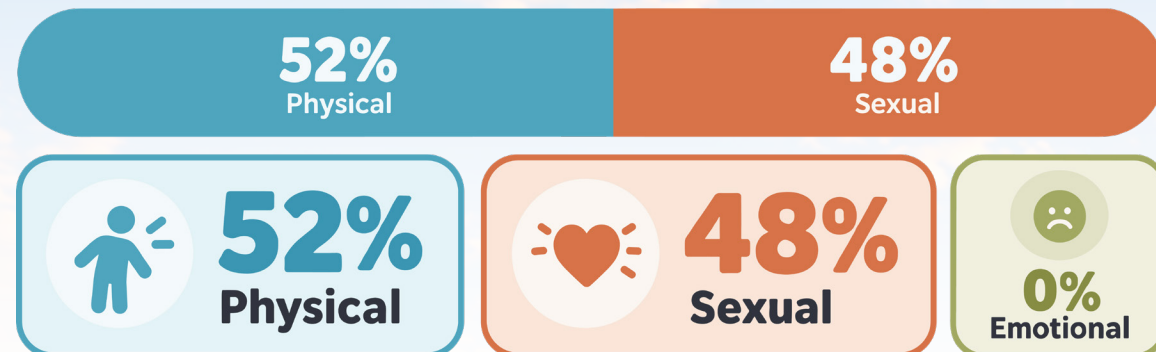
1%
Peguis
CFS

Key Insights

More than two-thirds (68%) of Abuse Investigation referrals were associated with ANCR (new)

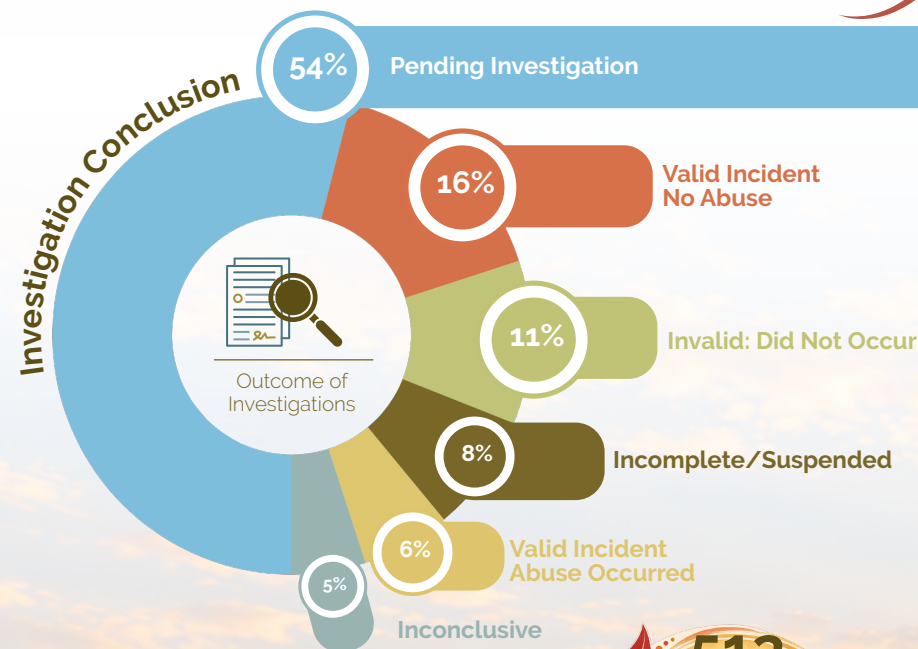
Type of Alleged Abuse

Distribution of abuse investigation allegations



Key Insights

Allegations were almost evenly split between Physical (52%) and Sexual (48%), with Emotional allegations at 0%.



513
Number of Referrals on Child Exploitation

Child Abuse Committee Activity



EARLY INTERVENTION Program

ANCR's Early Intervention programs (EIP) are an essential component of the services being offered to families, youth and children. Through these prevention services, families are identified early on at the intake level and supports are offered to strengthen protective factors and connect families with support and resources, with the goal of preventing further involvement with the child welfare system. ANCR continues to be proud of the dedication of the EIP programs and the focus of accelerated and intense services at the earliest possible signs of challenges for families. The Early Intervention program is comprised of the Family Resource Centre, two Family Service Teams, and the Wichihiwewin Program.

All Nations Family Resource Centre/ Snowbird Lodge Cultural Centre

The Family Resource Centre is located at 627 Erin Street and includes both the All Nations Family Resource Centre (ANFRC) and Waa Pina Kosiis Miiki Waahp Cultural Centre (also known as Snowbird Lodge Cultural Centre, or SBLCC). Both work in collaboration to offer a diverse array of programs to families and those in a caregiving role in our service area.

This includes Parenting Programs, Wellness Programs, Healthy Family Relationship Programs, and Indigenous services and ceremonies.

This year offered an opportunity for leadership at ANFRC and SBLCC to conduct a review of the current programs being offered to determine if they are in alignment with best practice and trauma-informed principles. This reflection led to some changes being offered within our program calendar, namely the removal of Triple P Parenting, the addition of more Circle of Security facilitators, and exploration of other programs that can be added to enhance our services and meet the needs expressed by parents and caregivers. The end of the 2026 fiscal year saw the upcoming addition of two new programs - Mothers in Mind, and My Tween and Me - which will be offered in the fall and winter of 2026.

The summer of 2025 was highlighted by our annual Journeys for Youth program. This program employs the Circle of Courage model which was developed by Dr. Martin Brokenleg to addresses the physical, mental, spiritual, and emotional well-being of an individual. The goal is to encourage youth to 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 we welcomed eight youth to the program, and they went on several outings including the Human Rights Museum, volunteering at Siloam Mission, and engaging in beadwork and teachings. The youth expressed that touring the Indigenous display at the Human Rights Museum was particularly impactful and that this helped fill gaps in their knowledge about the Indigenous experience. The youth also shared that volunteering at Siloam was a great way to feel that they were giving back to the community, and that they had planned on going back to volunteer and bring their families as well.

ANCR's Culture Camp also occurred in the summer of 2025 and was once again held at Sandy Saulteaux Spiritual Centre. Seven families participated in camp this year and engaged in three days full of family activities, cultural ceremonies, and shared meals. One of the participants shared "I learned that we are all going through things but no matter what, ceremony, medicine and our community will always bring us together."

During the 2025-2026 fiscal year, All Nations Family Resource Centre & Snowbird Lodge Cultural Centre (ANFRC-SBLCC) continued its commitment to providing accessible,

community-based programming by offering services closer to where families live, helping to reduce barriers to participation. Our partnerships continued to grow and strengthen, with programming at partner sites developed through a collaborative approach to ensure services reflected the unique needs and priorities of each community. As part of our ongoing commitment to promoting the safety, well-being, and healthy development of children and families, these partnerships enabled us to extend our reach beyond the walls of 627 Erin Street and support families throughout the broader community. During the reporting period, ANFRC-SBLCC delivered 18 programs across 10 partnership sites. We were also pleased to expand our partnership-based programming to include Managing Your Stress, Healthy Relationships for Women, Managing Your Anger, Women's Drum Teachings, and the Nurturing Families Drum Group, all of which were successfully offered in community locations throughout the year. In response to identified needs at SonRise Family Shelter, ANFRC-SBLCC also developed and delivered several specialized prevention-focused courses tailored to the residents. This initiative was well received by both residents and staff, who identified the programming as timely, relevant, and responsive to the challenges and strengths of the families they support.

In our continued efforts to support children, youth, and families, ANFRC-



SBLCC has offered a variety of parenting and wellness-focused programs in a one-on-one format for EIP Service team families/individuals who are unable to attend group-based classes due to health and/or mental health concerns, or other barriers. This individualized approach helps ensure participants can access the programs and supports they need to achieve their goals and strengthen their overall well-being.

EIP Service Teams

ANCR's EIP Service teams are composed of Indigenous and General service teams who provide support and services to Indigenous and non-Indigenous families, respectively. These teams partner with families through a brief and focused intervention to identify strengths and protective factors as well as current challenges. Together, the service team worker and the family will create a family plan to identify goals to support the family's well-being. Both service teams work in close partnership with ANFRC and SBLCC to best support families.

This year, the EIP Service teams worked in partnership with Ma Mawi Wi Chi Itata's Nagijeung Abinoojiik program (NAP) to identify families receiving supports from the service teams who may also benefit from culturally safe services being provided by NAP. The Nagijeung Abinoojiik Program is an Indigenous-led, community-based service supporting parents and caregivers with the goal to promote child and youth safety through culturally safe, trauma-informed service delivery. NAP also has access to other Ma Mawi programs and services ranging from Family Group Conferencing (FGC), Home-Based Crisis Intervention (HBCI), food and housing supports, and many more. Through this partnership between ANCR and Ma Mawi Wi Chi Itata, many families have been able to receive wraparound services and many have successfully been closed to ANCR while continuing to receive community supports from Ma Mawi Wi Chi Itata.

Number of Referrals to the Early Intervention Program

	2024-25	2025-26
Early Intervention Family Service Teams	509	599
All Nations Family Resource Centre	1,106	1,410
Snowbird Lodge Cultural Centre	699	946
Total	2,314	2,955

All Nations Family Resource Centre

Type of Program	Number of Participants
Parenting	258
Wellness	125
Family Relationships	106
Substance Misuse & Addictions	52
Family Activities	125
Total	667



Snowbird Lodge Cultural Centre

Type of Program	Number of Participants
Parenting	182
Wellness	85
Family Relationships	41
Substance Misuse & Addictions	61
Youth	8
Total	377

Snowbird Lodge Cultural Centre

Ceremony/Activity	Number of Participants
Full Moon Ceremony	231
Pipe Ceremony	176
Seasonal Solstice Celebration	128
Medicine Picking	83
Sweat Lodge Ceremony	36
Crescent Moon Ceremony	20
Family Culture Camp	25
Louis Riel Day Celebration	16
Women's Drum Group	6
Tea & Teaching	9
Total	730



WICHIHIWEWIN Program



The Wichihewin program (pronounced We Ji Way Win, an Ojicree term meaning "helping others") supports ANCR in delivering support services to children and families and is comprised of a Supervisor, Coordinator, and Case Aide. ANCR's Wichihewin program works in close partnership with Circle of Care, which is a placement utilized by ANCR, operated by Ma Mawi Wi Chi Itata, for children who require short term placement supported by Indigenous values. ANCR is grateful for this continued partnership with Ma Mawi Wi Chi Itata and the love and nurturing that they have provided the children who have needed their care. The Wichihewin Program manages

ANCR's internal emergency resources, including clothing, food, cribs, bassinets, and car seats. Wichihewin also coordinates ANCR's Comfort Kit Program, funded by the Children's Aid Foundation through the Ted and Loretta Rogers Foster Care Comfort Kit Program. Recognizing that many children we support are going through incredibly difficult experiences, this program provides children with comfort items and essentials as a way of supporting them through difficult transitions. Additionally, Wichihewin is responsible for the training of ANCR's third-party service providers and for the coordination and management of ANCR's family and childcare support services.



HUMAN RESOURCES

ANCR's Human Resources Department serves as a supportive partner within the agency, focused on recruiting and retaining a diverse and representative workforce of highly skilled professionals who uphold ANCR's values and are equipped to fulfill its mission. It is an honour to undertake this important work on behalf of our leadership, staff, and community. Our team includes a Director of Human Resources, two Human Resources Generalists, two Training Coordinators, and an Administrative Assistant.

This has been a positive year for recruitment, with vacancy and turnover rates stabilizing following several years of challenges related to high vacancy levels. We have been pleased to welcome many skilled, enthusiastic, and dedicated new employees to our team.

Our investment in training and development over the past several years has resulted in excellent outcomes for both service delivery and staff morale. Training is consistently highlighted as one of the most valued resources available to employees. We have identified foundational training requirements for most positions at ANCR and developed a training calendar that ensures new hires receive timely access to essential training during their first months of employment. Looking ahead, ANCR's next area of focus is the development of foundational training materials that support supervisors and

emerging leaders.

ANCR currently has four employees participating in the Southern First Nations Network of Care (SFNNC) - Yellowquill University College First Nation Child and Family Services Worker Training Cohort. During the first year of this two-year work-and-learn program, these staff members have successfully balanced their professional responsibilities with their studies and have demonstrated significant potential for career growth. The program is designed to provide Indigenous employees with the education and support needed to succeed in frontline service roles. We are incredibly proud of their accomplishments and extend our gratitude to the SFNNC and Yellowquill University College for developing a program that provides such meaningful benefits to agencies and communities, and for including ANCR as a partner.

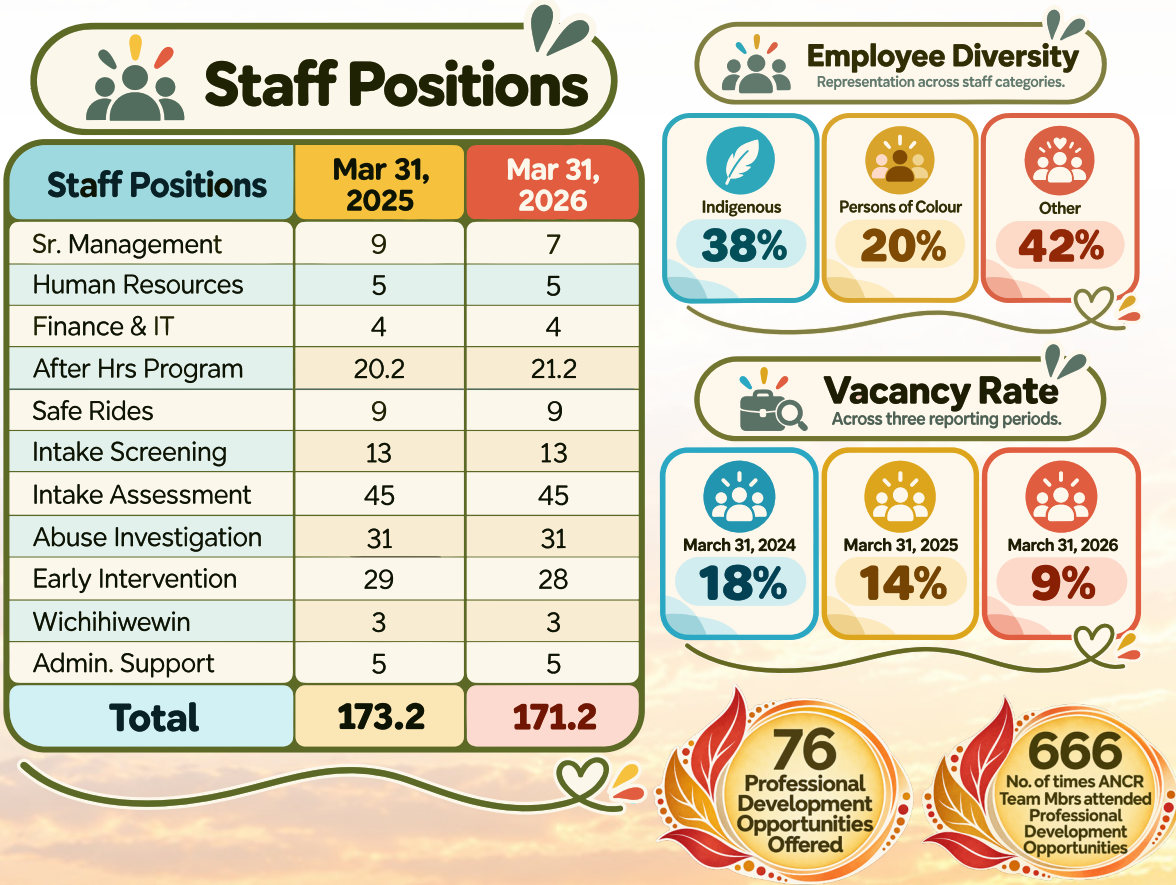
Another key strategy aimed at addressing vacancies and enhancing service delivery was the launch of a Case Aide pilot project within our Intake Assessment Program. The pilot includes one Case Aide position on each team, for a total of five positions. This initiative has created opportunities for existing employees, including some who are participating in the SFNNC-Yellowquill cohort, to advance within the organization, build their skills, and apply their knowledge and experience in direct service roles. The pilot has

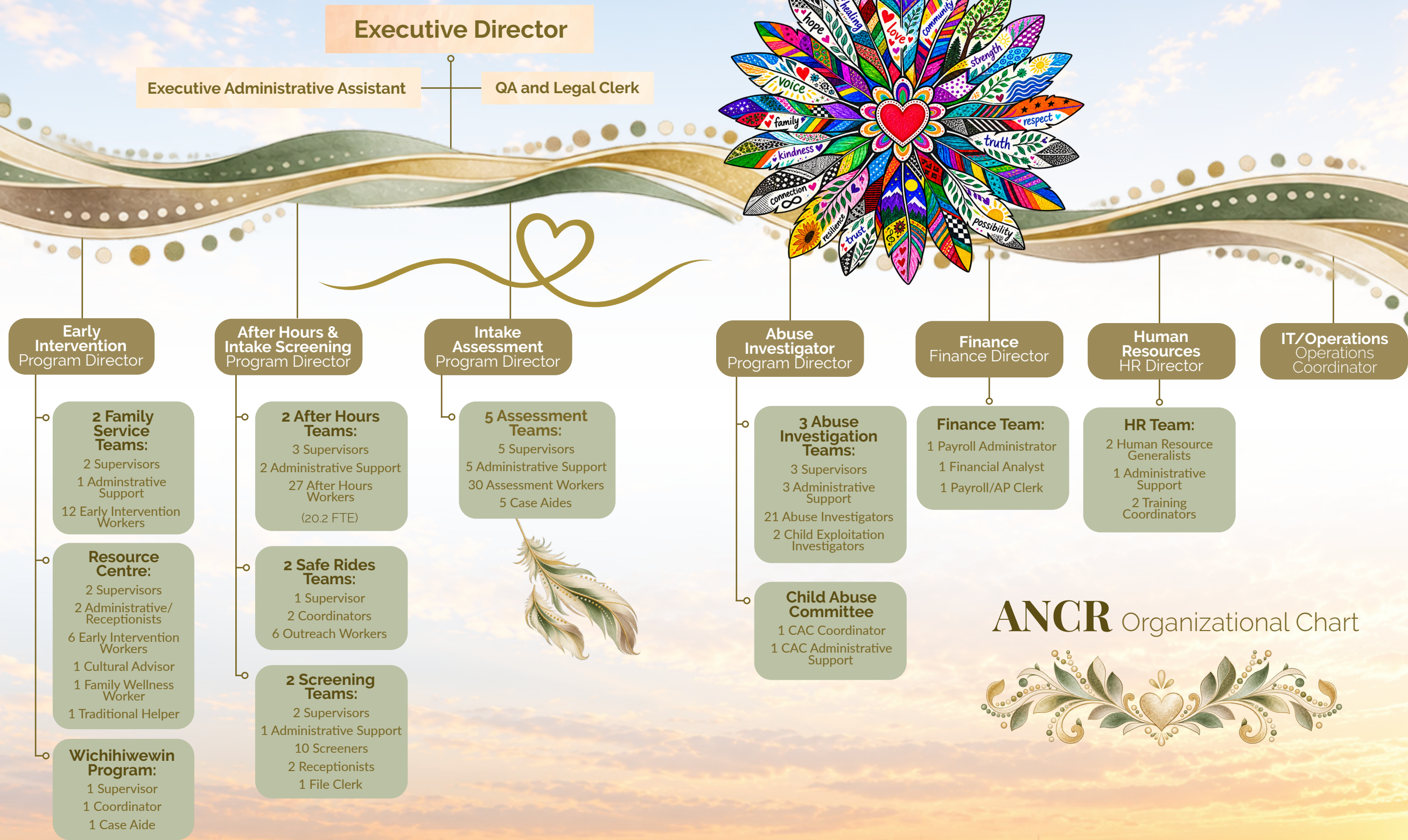
been extended for a second year while we continue to assess the long-term integration of this role into our staffing model.

ANCR works collaboratively with labour partners to address issues related to safety and well-being in an ever-changing work environment. Through both training and policy development, ANCR continues to emphasize the importance of safety in daily practice. This year marked the primary rollout of the SafetyLine Lone Worker app across daytime service programs. Monitored by managers, the app includes features

designed to enhance staff safety by tracking worker locations, facilitating regular safety check-ins, and enabling emergency alerts. The final phase of implementation will take place in the coming year as we adapt the tool to the unique operational environment of the After Hours program, which includes a largely casual and part-time workforce.

Trauma-informed leadership and employee psychological safety and well-being will be a key focus of staff and leadership development initiatives in the coming year.





ANCRC Organizational Chart



CULTURE & DIVERSITY

Committee

ANCR's Culture and Diversity Committee had a vibrant and productive year working to promote diversity, culture, and inclusion across the agency. Throughout the spring and summer of 2025, the committee focused on increasing membership and engagement. In addition, the Committee developed and launched monthly videos recognizing and celebrating culturally significant dates and events. These videos highlighted important observances throughout each month and helped raise awareness of the diverse cultures, traditions, and communities represented within our Agency team as well as the families we support.

In September, the committee hosted an event in honour of the National Day for Truth and Reconciliation. Agency staff came together to share food, learn, reflect on our responsibilities and make commitments for a better future in child welfare. Resources and information were provided to everyone about the history of

residential schools and the experience of Indigenous people in Canada. From there, everyone who attended was asked to make a commitment towards what action they would take towards reconciliation and wrote personal action statements.

In March, the committee hosted a beading workshop where agency team members could come together for beading and to receive traditional teachings. Each participant created a small card holder and enjoyed an afternoon of learning and food.

The C&D committee also began discussions about larger plans to recognize and support the Two Spirit, Lesbian, Gay, Bisexual, Queer, Questioning, Intersex, Asexual communities and all persons of diverse gender and sexual identities (2SLGBTQQIA+). These conversations and planning continue into the new fiscal year. We look forward to continued work at ANCR promoting culture, inclusion, and diversity!



EMPLOYEE WELLNESS Committee



ANCR's Wellness Committee is a sub-committee of ANCR's Workplace Safety and Health Committee and is made up of management and labor representatives. Member 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 supporting and encouraging 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 includes a lending library. The Reading Room was so well received by staff, that it was included in the moving plans and is now a permanent space at ANCR. The committee has organized social events including appreciation lunches for Social Work Week and Administrative Professionals Appreciation Day. The committee has hosted lunch and learn events for staff on a variety of topics to support staff personally and professionally in all aspects of health. After the agency's move of head office, the Wellness Committee helped staff become acquainted with the new city location by sharing information on where to find basic amenities as well as area highlights.



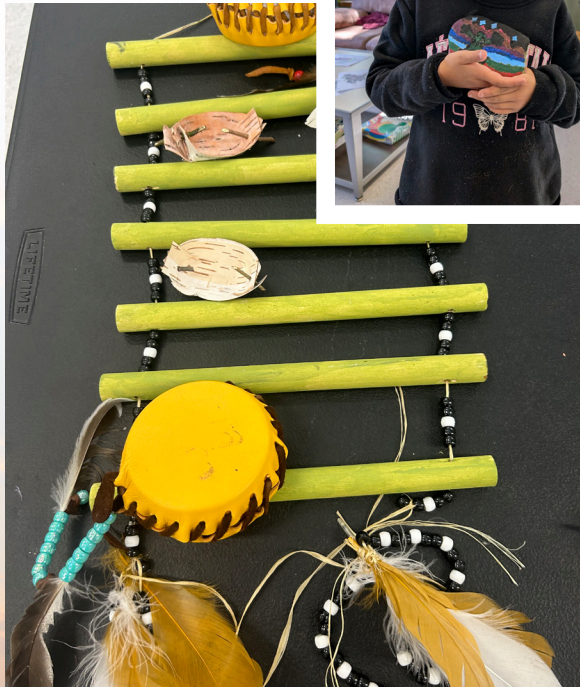
ACKNOWLEDGING Our Generous Donors

ANCR is deeply grateful for the generous donations and contributions received from the organizations and partners who stood alongside us this year. With your support we have been able to enhance our services and programs and respond to the evolving needs of the children, youth, and families we walk alongside. We thank you for your continued partnership and the opportunities that it has granted for those who need.



Teddies for Tots (Sharon Hildbrand)





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





NOTES:

A series of horizontal dashed lines for taking notes.





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