



Nah Zul Deez T'iah
Your Spirit is Precious



Annual Report
2023/24



CARRIER SEKANI
FAMILY SERVICES



Bah'lats Drummers in 2015, All Clans Feast



CARRIER SEKANI
FAMILY SERVICES

Nah Zul Deez T'iah

Your Spirit is Precious

2023/24 ANNUAL REPORT

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CARRIER SEKANI FAMILY SERVICES

OUR LOGO

The Late Larry Rosso from Lake Babine Nation, Bear Clan, created our logo in 1991. The mother bear represents protection, safety, and wellbeing for all of our Carrier and Sekani citizens. The baby bear cub on the mother's back represents the children being at the centre of all that we do. The helping hand represents the services provided by our agency to support holistic wellness in partnership with the Nations we serve. Our agency tagline "Creating Wellness Together" often accompanies our logo to further communicate our partnership in creating wellness with the Nations we serve.



OUR MISSION

With the guidance of our Elders, Carrier Sekani Family Services is committed to the healing and empowerment of First Nations families by taking direct responsibility for: health, social, and legal services for First Nations people residing in Carrier and Sekani territory.

Nah che t'sil ye'h

How we carry ourselves

Responsibility

Compassion

Honesty

Integrity

Trust

Respect



CARRIER SEKANI
FAMILY SERVICES

OUR VALUES

CSFS is dedicated to serving our First Nations citizens in a respectful, honest, and compassionate manner following the principles that flow from accepted Carrier laws intended to govern the conduct of individuals. Each of these values need to be followed concurrently, with no single principle understood to have greater significance than another.

Responsibility

We take personal ownership for our actions.

Compassion

We act with empathy, kindness, and generosity.

Honesty

We are truthful and transparent in our intentions.

Integrity

We act in the best interest of others.

Trust

We build trust through safety, respect, and reliability.

Respect

We treat everyone as a valued member of the team.

OUR STRATEGIC PLAN

With the guidance of our Elders, Carrier Sekani Family Services is committed to the healing and empowerment of First Nations families by taking direct responsibility for: health, social, and legal services for First Nations people residing in Carrier and Sekani territory.

To meet our commitment, we have identified four main strategic objectives that we be critical to all of our strategic planning from 2022 – 2026.

1

Support Nation re-building

Increase supports to CSFS member Nations in their journey to self-sufficiency.

2

Culture is our foundation

Increase CSFS staff's knowledge and understanding of Carrier and Sekani history and culture

Increase how CSFS integrates Carrier and Sekani cultural traditions, practices and values into our planning, decision making and service delivery.

3

Strengthen organizational capacity and development

Our programs, infrastructure and governance system embody best practices, serving as a measurable model of excellence for providing health, child and family services.

Our people are thriving- effective in their work and respected for their knowledge and capabilities.

4

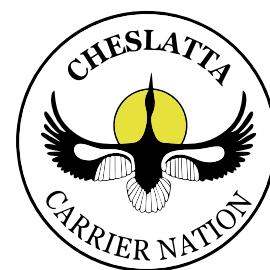
Provide innovative and high-quality services and support that meet the health and well-being goals of the Nations we serve

We will have reliable and sustainable funding and pursue new opportunities for annual revenue growth to meet the health and well-being goals of the Nations we serve.

Our relationships enable us to improve the continuity of services we offer, and work with external stakeholders to meet the needs of our Nations over the life-cycle.

2024 CARRIER SEKANI FAMILY SERVICES BOARD OF DIRECTORS

Ts'il Kaz Koh (Burns Lake Band) _____ Cecelia Sam
 Cheslatta Carrier Nation _____ Chief Corrina Leween
 Lake Babine Nation _____ Millie Alec-George
 Nadleh Whut'en First Nation _____ Ashley Heathcliff
 Nee Tahi Buhn Band _____ Travis Crowther
 Saik'uz First Nation _____ Chief Priscilla Mueller
 Skin Tyee Band _____ Vacant
 Stelat'en First Nation _____ Yvonne George
 Takla First Nation _____ Ernie French-Downey
 Wet'suwet'en First Nation _____ Heather Nooski
 Yekooche First Nation _____ Vacant
 Elder Representation _____ Vacant



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Chief Priscilla Mueller President

On behalf of the Board of Directors at Carrier Sekani Family Services (CSFS), member Nations, and CSFS staff and leadership, I offer my greetings and appreciation to the Nations we serve, community members, valued partners, and friends of our organization.

For the 2024 Annual General Assembly (AGA), we have chosen the theme, Nah Zul Deez T'iah – “Your Spirit is Precious,” to guide our updates and discussions. As we embark on this exciting journey of growth and development at CSFS, one thing remains at the heart of all we do – the people. Everyone has a spirit, and that spirit is precious. However, the spirit of our communities has been suppressed by the long-lasting effects of colonialism, discrimination, and prejudice.

At CSFS, we are committed to supporting the Nations we serve in rebuilding that spirit. Our fundamental goal remains regaining jurisdiction over the welfare of children and families. We also have several capital projects in progress, including the much-anticipated Tachick Lake Healing Centre. Set to open in 2025, this centre will offer cutting-edge addiction support services grounded in cultural practices, tailored to the needs of the Nations we serve.

We believe so deeply in the preservation and uplifting of the spirit of our people that we have made it the motto of the Tachick Lake Healing Centre – “Nah Zul Deez T'iah” – which means “your spirit is precious.” As the theme of this year’s AGA, we strive to demonstrate our service commitments to community members, and that the AGA is truly for them.

The construction of the Tachick Lake Healing Centre, the Burns Lake Foundry (youth services and mental health), and the development of Clan Houses, Jurisdiction, Law, and Child Safety programs are all reflections of this shared vision. Our founding matriarchs dreamed of social and health services rooted in our traditions and cultural values, and today we see that dream manifest in our growing infrastructure and enhanced services.

None of these accomplishments would be possible without the unwavering support of the communities we serve and the strong leadership you provide. It is your guidance and collective strength that drives our progress. Without you, our community members and leaders, we would not be able to build and grow in the meaningful ways we have.





We are also grateful to the many community members who have chosen to work at CSFS. Building capacity in the communities we serve has always been a priority, and employing staff who reflect the values of our communities ensures that our services remain connected to the people we serve.

As we expand our projects and services, including the Tachick Lake Healing Centre and Burns Lake Foundry, we will also need more staff. We encourage those interested to connect with CSFS to learn more about available jobs, skills enhancement opportunities, and educational support programs. We are committed to offering exciting and relevant opportunities for you as we grow.

Our work in jurisdiction continues to lead the way in creating and re-establishing our laws. Regaining jurisdiction over child and family well-being is vital, and I commend their efforts of the Nations and our staff.

I offer my sincere appreciation to the staff and leadership at CSFS. Every day, you bring your dedication and skills to the important work we do. Without each of you in your unique roles, none of our services or future plans would be possible. Mussi cho.

As Warner Adam often reminds us, we are all in the same canoe, and we must paddle together. I extend my gratitude to everyone – from our staff to our community leadership – for your collective hard work and dedication in sharing our labour and vision. Together, we continue to serve and empower Carrier and Sekani peoples and rebuild our communities. It is truly an exciting time as we develop the visions of our ancestors and Elders.

To the CSFS Board of Directors, Executive Management, and entire staff – Mussi cho.

Chief Priscilla Mueller

CSFS President, Board of Directors





Warner Adam, MBA Chief Executive Officer

As Carrier Sekani Family Services (CSFS) marks 36 years of dedicated service, we reaffirm our enduring commitment to fostering growth, healing, and empowerment within the Carrier and Sekani First Nations communities. Guided by the wisdom of our Elders and the values upon which CSFS was founded, we continue to evolve, adapting to new challenges and opportunities with determination, innovation, and resilience.

Over the last two years, CSFS has undertaken a comprehensive strategic planning process to set the course for the next five to ten years. In close collaboration with our member Nations, we have developed a renewed Strategic Plan under the theme: “Measuring Our Way Forward.” This strategy focuses on data-driven decision-making and outcome tracking to ensure that our services remain impactful and responsive to the needs of our communities, particularly children and families.

The plan is built around four key priorities:

- **Supporting Nation Re-Building:** Our efforts centre on fostering self-sufficiency and economic growth within our Nations. By empowering Nations to develop governance alternatives and building sector-specific capacities, we aim to support entire communities, especially children and families.
- **Cultural Foundation:** Cultural relevance is at the core of our services. We embed cultural practices throughout our service delivery, ensuring decolonization efforts provide culturally responsive and appropriate support across the life cycle of our clients. This strengthens the cultural fabric of our communities, children, and families.
- **Strengthening Organizational Capacity:** We are committed to enhancing our internal structures to deliver effective and culturally-appropriate services. Supporting our staff in delivering high-quality services and optimizing our organizational framework is critical to serving our communities, children, and families.
- **Innovative and High-Quality Services:** By nurturing strategic relationships and providing exceptional services, we strive to meet the health and well-being goals of the Nations we serve. The 2022-2026 Strategic Plan continues to guide our decisions, aligning strategic priorities with daily operations to achieve our mission and better support children and families.

As we continue our journey and with the growth of our organization, I will continue to make changes to our programs and services so that we can demonstrate the impacts of our service delivery mechanisms. This will be based on data we collect and employing strengths-based approaches. The most significant opportunity lays with



our ability to restructure our Agency so that we are ready to draw down our Child and Family Services laws. This is a huge task, and I hope to trigger negotiation soon. In the meantime, my executives all have the mandate to ensure community and agency readiness to assume full Child and Family Services authority under the federal legislation.

Several key initiatives demonstrate our ongoing dedication to improving community well-being, particularly for children and families:

- **Tachick Lake Healing Centre:** Located on the traditional territory of the Saik'uz First Nation, the Tachick Lake Healing Centre is a cornerstone for community healing and addiction recovery. This state-of-the-art facility will integrate Western and traditional healing practices to address the toxic drug crisis affecting our communities. With construction underway and funding secured, the Healing Centre is slated to open in Fall 2025, providing vital support to individuals, families, and the wider community.
- **Foundry Burns Lake:** This new youth wellness center is designed to address the specific needs of youth in the Burns Lake area. Developed through extensive community consultation, Foundry Burns Lake will provide essential support and services tailored to the unique challenges faced by local youth, fostering a healthier and more resilient younger generation.
- **Youth Housing Project Prince George:** To address gaps in housing for young First Nations adults, and families, including those who have aged out of care, CSFS has attained funding to build a 45 unit complex in downtown Prince George. In partnership with the Prince George Native Friendship Center, we are working to ensure affordable and safe housing to improve the well-being of younger adults living in the Prince George area.
- **Governance and Organizational Restructuring:** Following a comprehensive review, we have restructured CSFS to centralize support services and improve efficiency. New leadership appointments, including Mike Bote as Chief Operating Officer, Travis Holyk as Chief Administrative Officer, and Chris Swan as Chief Financial Officer, underscore our commitment to providing strong support for our communities, children, and families. We will continue to strive for excellence in our governance, management and service delivery structures.
- **Burns Lake office complex:** Currently we have a few offices in Burns Lake that are not meeting the needs for staff and community. It is my priority to access CHRT 41 funding to build an office complex for the Burns Lake area.

As we move forward, we continue to navigate the complexities of funding relationships with federal and provincial governments. Our focus remains on advocating for equitable and transparent funding mechanisms to better serve our communities, especially children and families. As such we are conducting a comprehensive community needs assessment and a Child and Family Services Departmental review. These two projects are important as it will provide us with evidence based data to negotiate the future state for CSFS and member Nations as it relates to our mandate.

I extend my deepest gratitude to the entire CSFS team, the Board of Directors, Chiefs, and community members. Your unwavering support and dedication are the foundation of our success. Together, we are building a brighter future for our communities, children, and families, guided by our mission to provide health, social, and family services, and to support the rebuilding of our Nations.

Warner Adam
CSFS Chief Executive Officer





Mike Bote, MBA

Chief Operating Officer

It is with great honour and immense gratitude that I present my first annual report as Chief Operating Officer (COO) of Carrier Sekani Family Services (CSFS). This past year marks a significant chapter in my journey with this incredible organization, as well as a pivotal time for our growth, outreach, and dedication to improving the health and wellness of the Nations we serve.

Since joining CSFS this year, I have been both humbled and inspired by the depth of dedication, compassion, and resilience displayed by our staff, Board of Directors, Chiefs, and communities.

Taking on the COO role has allowed me to bring my professional experience to this organization and implement strategies that enhance our operational effectiveness while staying true to our cultural values and mission. My professional experience spans a vast array of senior executive leadership roles, with over two decades of progressively responsible positions within the community living sector, child and family services, BC Public Service, and multi-national corporations. I hold a Master of Business Administration (MBA) and completed the Combined Certified Management Accountant-Master of Business Administration Program at the University of British Columbia (UBC).

CSFS's journey has been transformative, driven by a collective commitment to honour Carrier and Sekani traditions, empower community members, and address the health disparities that continue to affect the Nations we serve. The groundwork laid by our leadership, past and present, has provided me with a strong foundation on which to build.

The mandate of the COO is to collaborate with the CEO in setting and driving organizational vision, mission, continuous improvement, and operational strategic initiatives. My role involves translating strategy into actionable steps by implementing organization-wide goal setting, performance management, and annual operational planning.

My position was established at CSFS to enable our CEO, Warner Adam, to focus more on strategic priorities, specifically advancing our Jurisdiction goals. As a result, the more operational departments—such as Child & Family Services, Human Resources (HR), Communications & IT, and Housing & Capital Planning—were transitioned to my leadership, with Warner continuing to oversee the departments most closely tied to the work of Jurisdiction.



My role directly oversees the implementation of CSFS's strategic priorities within the departments under my leadership. These priorities include supporting Nation rebuilding, working with the understanding that culture is our foundation, strengthening organizational capacity and development, and providing innovative and high-quality services.

Each department has set individual goals to help achieve these priorities. Child & Family Services is building capacity in communities through a partnership with Nicola Valley Institute of Technology (NVIT), which focuses on training and educating future social workers while advocating for improved funding models to enhance services for Indigenous children and families. Communications and HR are helping to strengthen organizational capacity and development through the launch of the "Practice Differently" recruitment campaign. The Housing & Capital Planning department is working to provide innovative services and advisory support, which includes implementing advanced technological solutions for CSFS infrastructure. The IT team continues to support the strengthening of organizational capacity and development through the migration to the Office 365 platform, and Justice continues to innovate by developing and delivering the Foundations of Collaborative Practice in June, which included community members and CSFS staff. Additionally, the Calls for Justice team is working hard on implementing the Calls to Action and the Highway of Tears Symposium recommendations with upcoming projects such as the film series, Stories of Hope and Strength.

Since my time of hire, I have witnessed growth, reflection, and action. I am filled with optimism about what lies ahead. The journey we are on is not just about improving health and wellness outcomes, but about reclaiming sovereignty over our well-being, honouring traditions, and nurturing the holistic well-being of the Carrier and Sekani people.

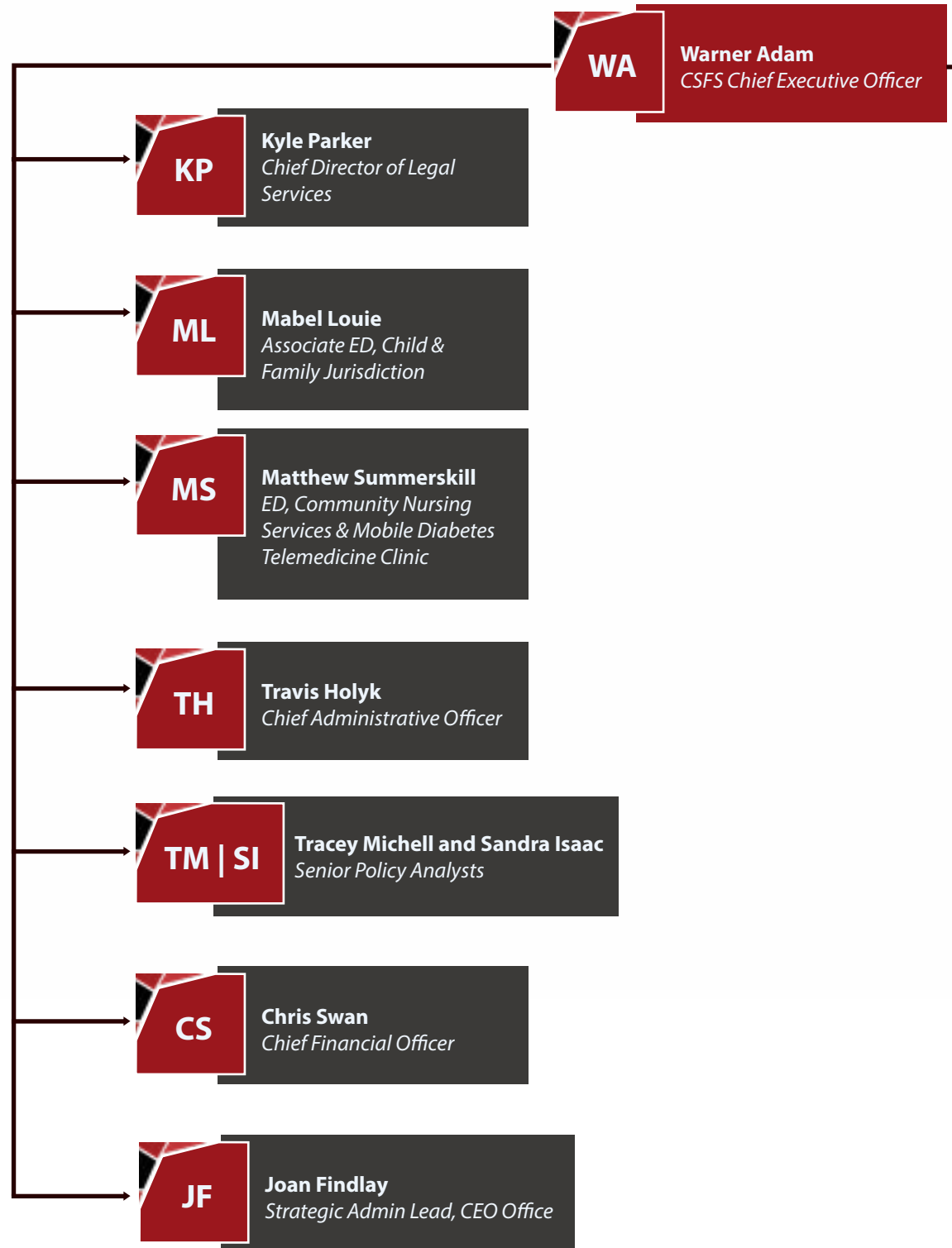
I want to thank the Board of Directors for entrusting me with this responsibility, our dedicated staff for their tireless work, and, most of all, the Nations we serve for their unwavering support. I look forward to continuing this journey together, building on our successes, and working toward a future where every Indigenous person has access to the care and support they deserve.

With gratitude and respect,

Mike Bote
CSFS Chief Operating Officer



Executive Organizational Chart





MB **Mike Bote**
Chief Operating Officer

KM **Kayla McCallum**
A/ED, HR, Organizational Learning & Development

MT **Mary Teegee-Gray**
ED, Child & Family Services

MM **Marlaena Mann**
ED, Communications & IT

JM **Jason Morgan**
ED, Housing, Capital & Infrastructure

JD **Julie Daum**
ED, Justice

TB **Taylor Boucher**
Strategic Admin Lead, COO Office



Tachick Lake Healing Centre

Tracey Michell – Senior Policy Analyst & Project Development

Indigenous Services Canada (ISC) and the First Nations Health Authority (FNHA) are the two major funders for the Tachick Lake Healing Centre. Several meetings and correspondence occurred between CSFS and ISC on revenue and technical and by October 31, 2023 ISC had received the budget, funding summary, Class A Construction, as well as the Class D, C, and A budgets (representing an increase of 41% of the project budget). A risk management strategy session occurred in August 2024, as the monthly project cost continued, while ISC revenue was lacking. The then President Chief Leween, Warner Adam and the project staff attended meetings accordingly.

The project budget consists of the Primary Consultant, Unison Architecture Ltd; General Contractor, Signia, and Core Management, Consultant. Up to 20 Change Orders were contemplated for the project, increasing the value of the construction by 0.65%, and with the Canfor Good Things Come From Trees lumber donation equaled 0.062% of the construction project budget, consisting of a 50% donation and 50% reduced price of lumber. FNHA, CORE and CSFS representatives form a vetting committee to review the Change Orders prior to approval and signature. The Unison contract is under review, with the objective of transferring from a percentage rate to a fixed rate.

The Letter of Intent and CCDC for Signia was signed in April 2023, subsequently finalizing the tendering by mid-April 2023; provided notice for local labour and owner/operator machinery; offered to train a member for employment: Safety Level 3; provided a temporary fire suppression and fire training; host monthly team meetings and site visits. We participated in a Freedom of Information on the bidding process. After the construction kick-off meeting, available Chief and Council, CSFS Board of Directors, Elders, Federal and Provincial Dignitaries, community/neighbouring members, and staff witnessed the groundbreaking ceremony in June 2023. The Saik'uz members heard a presentation on the new construction project at their AGA in September.

Internal and external partners are relied on to advance the initiative. Our IT department assisted with the computer equipment requirements, Health assisted with the furniture requirements, GreenThumbs assisted with the regional planting for the landscaping, and Addictions Recovery staff assisted with the therapy services to be offered in the Greenhouse. Externally, the Northern Health assisted on the service delivery plan, the Ministry of Transportation & Infrastructure for the Operations and Maintenance, Canadian Food Centre and partners on the service plan for the Greenhouse, and Indigenous artists for the artwork.

To support continuum care, the existing cabins were to be utilized as second stage recovery homes. The planning shifted as the cabins were found unfeasible due to age. Crest Cabinets from Vanderhoof provided an initial design and layout. However, over time, with the cost to deal with remediation, and discovery of Asbestos in January 2024, the cabins are now slated for demolition. This will be managed by Jason Morgan, Executive Director of Housing, Capital & Infrastructure effective February 2024.

The project has required constant decision making and review of material on a daily basis, along with special and regular meetings relating to revenue, costs, schedule, and scope of work. Other separate areas of work were in the areas of: ISC Long-term Continuum Care Community Engagement, Jurisdiction planning, poverty research and presentation to the Ministry of Social Development and Poverty Reduction at a Chiefs meeting in May 2024, and work with our lawyer on the Governance Manual.



Update on Clan House Construction

Sandra Isaac – Senior Policy Analyst & Project Development



Skin Tyee Clan House Rendering (Phase 1)

Carrier Sekani Family Services and its member nations are actively engaged in the first phase of construction of the Clan Houses. The final stage of construction for the Clan House is scheduled for 2026. (Stage 1 – Feasibility; Stage 2 – Design; Stage 3 Construction and Stage 4 – post construction).

Member nations have embarked on a revolution in child welfare that will not only address the overrepresentation of children in care or “at risk” but also result in the exercise of jurisdiction over children and families.

Stage 1 Feasibility Studies are being submitted to ISC from various member nations that have finalized this stage. Stage 2 funding for design can only be made possible if the feasibility studies have been completed.

Once the construction phase is reached, Carrier Sekani children will receive the care and support they need in the familiar cultural environment of their home communities provided by family, clan members and trained CSFS staff. CSFS Child and Family Services is currently working on operational plans for the Clan Houses concurrent with an intensive training component.

Once completed in 2026, Clan Houses will enable the revival in traditional child and family caring that was damaged as a result of intergenerational harms caused from 1890’s residential schools, Indian day schools and the Sixties Scoop. This of course extends to Provincial child welfare laws introduced in 1951 (with amendments to the Indian Act) that began the trend of excessive numbers of Indigenous children in care.





Stellat'en Clan House Rendering (Phase 1)

With the presence of Clan Houses in each member nation, standardized tools will change from provincial metrics to ones based on the Carrier and Sekani's traditional systems of governing and caring for extended family, clans, culture, and the natural world. CSFS member nations will be leaders in ensuring children stay within their clans, on their land, and in their culture. In contrast to Provincial standards, elders, matriarchs, hereditary Chiefs, and Clan House (Whuh neeh nee Council) management groups will have oversight and control in the decision-making process, along with CSFS social workers and professionals who have always tried to incorporate this worldview into their practice. CSFS will be developing laws/ regulations to ensure children in need of safety are upheld and based on a traditional system of holistic well-being.



Cheslatta Carrier Nation Clan House Rendering (Phase 1)

"Inspired by the traditional Bah'lats way of governance, each Clan House is a place where landscape, people, and tradition converge to serve the protection and wellbeing of children and their families. The voices of each community have driven the design of the Clan Houses, and careful attention has been given to ensure each one reflects the unique culture of its Nation. It is our great privilege to work on these projects. As we continue to listen and share in this process with CSFS and the member Nations, we continue to evolve our thinking on how the design of buildings can create spaces for healing and wellbeing."

Brian Porter , Principal, Two Row Architect



Clan Houses represent a tangible 'bricks and mortar' manifestation of this revolution in that removing our children from families, clans, communities, or cultures will no longer be an option since CSFS nations will resume their traditional role in caring for their children. They will also incentivize families to return to their traditional homes, sparking the need for new homes and more land to expand hard-pressed communities.

Two Row Architects, Rob Birch and Jessica Hare

Two Row are carrying out this important work for five member nations which include:

- Stellat'en
- Nad'leh Whut'en
- Cheslatta
- Skin Tyee
- Wet'suwet'en

To date, Two Row Architects have completed Feasibility Studies for Cheslatta, Skin Tyee and Stellat'en however, Stellat'en has decided on another location for the Clan House, thus delaying funding for Stage 2 (Design). We are assured the new site is actively being considered. Nadleh' has yet to decide on the site of the Clan House, however, Talking Circles have already taken place in community.

Advisory Committees informed the detailed development of the functional program, provided information on the site and surrounding community, and offered feedback on the conceptual design. The various Advisory Committees established with each Clan House leaves opportunities to review the design work for Stage 2 & 3.

In addition, an engagement session with several CSFS social workers was held to begin to understand the functional and operational requirements of the Clan House.

The architects anticipate somewhere in the 6-8 week range once the site confirmation is made for Nad'leh. Similarly, the Wet'suwet'en Feasibility Study is nearing completion.

Architects Claire Wood & Neil Prakash (in association with IDL) are carrying out this work for the following CSFS member nations:

- Saik'uz
- Nee Tahi Buhn

The Nee Tahi Buhn Feasibility Study has been completed and will be submitted to ISC. Stage 2 funding will then be made available.

Saik'uz has yet to choose the Clan House site however, much of the consultation process is complete. Once the site is selected by community, the Feasibility Study will be submitted to ISC for the next Stage funding.

Iredale Architects have been tasked to design a Clan House by Yekooche Nation:

- Peter Hildebrand
- Gregory Bernardini

At the time of this report, Iredale was still actively working on the Feasibility Study.





Mary Teegee-Gray

Executive Director of Child & Family Services

Hadi Dene Zeh, T'seku Zeh, Sk'ai Zeh,

For over three decades, Carrier Sekani Family Services (CSFS) has been dedicated to providing comprehensive child, family, and health services to 11-member Nations. Throughout these years, CSFS has become a model of service delivery through our Life Cycle approach. This approach is rooted in the understanding that a healthy baby becomes a healthy child, who grows into a healthy adult, a healthy parent, and ultimately a healthy elder.

CSFS's services are built upon a foundation of holistic well-being, encompassing physical, social, emotional, mental, and environmental balance. We are uniquely positioned to embody the principle of holism, as both Health and Child and Family Services operate under one cohesive umbrella.

Establishing CSFS was driven by our member Nations' vision to become self-determining in the health, social, and legal sectors. Guided by this mandate, we have developed culturally rooted, nation-specific programs and services. We have also prioritized capacity building within our communities by offering education, training, and experiential learning opportunities for both community members and staff.

An example of our Capacity Building in Community is the partnership between CSFS and the Nicola Valley Institute of Technology (NVIT). Through this partnership, we have delivered the Indigenous Human Services diploma program and a Bachelor of Social Work Program. We also partnered with NVIT to deliver the Early Childhood Development program. The intent of developing Carrier Sekani educational programs is to "grow our own" Social Workers, Early childhood Educators, Youth Care Workers etc.

Over the years, CSFS has persistently advocated for the funding necessary to develop and enhance our services to better meet the needs of our communities. In my role as the BC representative on the board of the First Nation Child and Family Caring Society of Canada (Caring Society) I have been fortunate to be able to advocate for substantive equality for our children and families.

In 2007 the Caring Society and the Assembly of First Nations (AFN) launched a court action alleging Canada of discriminating against First Nation children due to its flawed funding model. In 2016 the Canadian Human Rights Tribunal (CHRT) found Canada guilty of discriminating against First Nations children resulting in Canada being ordered to provide prevention funding on reserve. This funding has enabled CSFS and our Nations to expand prevention services, strengthen our practices, and foster greater collaboration.

The CHRT decision directed those victims to be compensated for the harms they suffered due to the discrimination; that Canada end the discrimination and ensure that discrimination doesn't occur again. The Compensation Final Settlement Agreement concluded after two years of negotiations and includes over 23 billion to compensate over 300,000 children and families.

On October 24, 2023, the Compensation FSA was approved by the Federal Court. Compensation will be distributed within the next year. In order to assist with the compensation distribution, ISC will be hiring



Navigators. We will also have staff to provide support for youth including providing financial literacy, life skills support etc. (For more information, please go to <https://www.fnchildcompensation.ca>)

To ensure discrimination doesn't occur again, the Parties entered into negotiations for long-term reform of the First Nation Child and Family Services program. The Caring Society has provided information about the draft Child and Family Services Long Term Reform Final Settlement Agreement (FSA) on the FN Caring site which can be found at <https://fncaringsociety.com/i-am-witness>. We are working to ensure that all the wins we have made through CHRT decisions are protected, that there is a functional Dispute Resolution Process, that there is substantive equity across the regions, that Agencies and Nations are funded to provide holistic and culturally based prevention services based on need, and that ISC is reformed to ensure discrimination doesn't occur again etc.

The critical work to reassume jurisdiction in the child and family field must be undertaken with solemnity and solidarity. We understand that Jurisdiction belongs to the Nation and that CSFS was created to be the Nations service provider. The Carrier Sekani Child and Family Jurisdictional Framework reflects the relationship between the Nations and CSFS. The Framework also clearly defines the roles and responsibilities of the Nation and CSFS. It is this clarity that will guard against any of our children falling through the cracks while we are working towards our rightful place as decision-makers for our children and families.

Over the past few years, CSFS has conducted engagement sessions with the nations to develop a Community Service Delivery Plan (CSDP). This plan defines the roles and responsibilities of the Nation and CSFS in delivering Primary, Secondary, and Tertiary services. The CSDP is based on the Nations' prevention priorities which have been established by each Nation's unique needs. If we all work together to hone in on the issues and challenges nations face, we will be better equipped to address those issues and challenges. The CSDP is an example of how in-depth collaboration yields effective solutions.

It has been our honor to provide holistic services to our member Nations for the past 30 years. This journey has allowed us to continually refine and strengthen our practices to better serve Carrier Sekani children, families, and communities. Every service, program, infrastructure, and operation we have developed has been in anticipation of fulfilling the mandate entrusted to us by our elders and leaders: to achieve self-determination in health, social, and legal sectors.

CSFS leadership and staff, both past and present, have worked tirelessly to bring us to this pivotal moment, where we are ready to fully embrace and implement our own laws. We have enhanced our practices through the adoption of wise practices. We continue to consult with our communities and leaders as we continue the work of drafting our own Child and Family laws, grounded in our traditional governance principles and incorporating practices that are effective for our children and families.

With a strong Board of Directors, united leadership, active community involvement, and a dedicated staff, we are assured to reclaim our jurisdiction. The coming years will be an exciting time as we finalize the Carrier Sekani-specific child and family law and continue to build the practice, capacity, infrastructure, and resources necessary to bring these laws to life.

The work accomplished over 30 years at CSFS, the voices that continue to resonate through our efforts, the spirit and heart of those who helped shape CSFS but are no longer with us, and the unwavering commitment of our staff and community have all led us to this moment where we are truly "building history together."

Thank you, Musi, Sna Chal yah, for entrusting me with the honor of walking alongside you as we step into this new era of child and family services and jurisdiction. I extend my deepest gratitude to the Board, our leadership, and the community for their unwavering support. Most importantly, I thank our incredible staff for sharing your hearts, minds, and spirits in our mission to strengthen our children, families, and Nation.

Mary Teegee-Gray (MBA) | Maaxw Gibuu
CSFS Executive Director, Child & Family Services



Bridging to Employment

Bridging to Employment empowers and instills lifelong changes through the incorporation of Indigenous learning modalities to our tried-and-true curriculum. The program links training to labour demand to ensure urban Indigenous people can fully participate in economic opportunities that impact participants and communities in a positive way.

Culture is built into the programming across all nine weeks of learning. We work to address the lack of opportunity for individuals to engage in cultural activities by introducing students to carving, drum making, beading, dream catchers, medicine bags, birch basket making, and clan vests or scarves that are then presented to them at their graduation Bah'lats. We also include Carrier language into programming through "word of the day" and by using the Carrier words for months of the year and daily greetings.

Each day we show gratitude to the Creator by starting and ending our day with a prayer. This is an opportunity for participants to come out of their comfort zones and develop their public speaking abilities.

Throughout the year, students participated in land-based activities including identifying and harvesting fiddleheads for Bah'lats and learning how to prepare Devil's Club salve and other medicines.

Our program continued to demonstrate that learning cultural and traditional skills is therapeutic, contributes to healing, and builds resilience -- resulting in individuals more willing to address barriers to employment. Participants often speak highly of the Bridging program and CSFS, which helps with marketing and recruitment of future groups. Participants continue to successfully secure full-time/part-time employment within CSFS.

We honoured participants in a Bah'lats style graduation ceremony where they had the opportunity to learn more about Carrier culture and how Indigenous communities govern themselves. Students, families and supporters sat with their clans as we recognized graduates' accomplishments.

As of this reporting period, Bridging to Employment has been available in Prince George for 23 years and we are aiming to restart programming in Burns Lake.



Bridging to Employment Participants Graduation



Family Preservation Outreach Housing

Housing remained a primary focus for CSFS and member Nations. We recently hired a Coordinator and one Outreach Worker in Prince George to enhance our support in nurturing self-sustainability among member Nations.

The housing program facilitated information sessions with external agencies on a weekly and monthly basis to promote support and wellbeing for the unhoused. Our program continued to organize monthly cultural healing fires, "Soo Kwun Be Nawhenije", for the unhoused with external agencies. These Healing Fires gather donations from various organizations, providing essential supplies that vary with the weather for the unhoused community. Elders share wisdom and drum groups lead singing while providing extra drums for participation and learning, fostering cultural exchange. The event is a safe space for communal meals, cultural learning, and connecting with local support resources in Prince George and across BC.

It is our hope that this community initiative will help in uplifting and empowering Indigenous people who are experiencing homelessness, while promoting a more just and equitable society for all.

Assistance Provided Through Family Preservation Outreach Housing

Rental supplements provided	207
Clients assisted with damage deposits	12
Clients assisted with utility expenses	10
Families received food security assistance	186
Clients provided with food hampers	595
Clients assisted with startup costs (beds, furniture, household items)	32
Meals served at Active Support Against Poverty in Prince George.	6,720

What our participants served have told us...

"Thank you for helping us, we are grateful to CSFS. God bless you all." **Wet'suwet'en**

"I appreciate what you do in your program, I am grateful for all your help. God bless you all."
Alexander Band

"Thank you for getting back to me, Cindy. I appreciate all you do. I don't have many people supporting me. But you always do. God bless you all." **Lake Babine Nation**

"Thank you so much, I look a bit rough because I was sick and in pain. I appreciate you not judging me based on my appearance. I do feel better today, I appreciate you stopping by and dropping off these hampers and tickets. I appreciate everything you do. I hope you have a great day. God bless."
Lake Babine Nation

"Thank you again so much to you and Carrier Sekani Family Services for the support and help you have given me. unconditionally, I appreciate it." **Métis**



Urban Family Empowerment

From April 1, 2023, to March 31, 2024, the Family Empowerment Program served 450 Indigenous clients, accounting for approximately 55% of all clients served. The program provides support and supervised access to parents and family members to promote family engagement with children in care in a safe and secure environment.

In this program, the worker provides transportation for children to and from the access visits to ensure a safe transition from home to the visit. During access visits, the family has support in a nonjudgmental, safe atmosphere and can access referrals to other programming.

Family Empowerment has set up group visits for people near the top of our waitlist, providing two hours per week for a maximum of three families. Family participation in group visits is voluntary. Once the client receives a worker to provide supervised visits, the client gets removed from the group. This has successfully lowered the number on the waitlist.

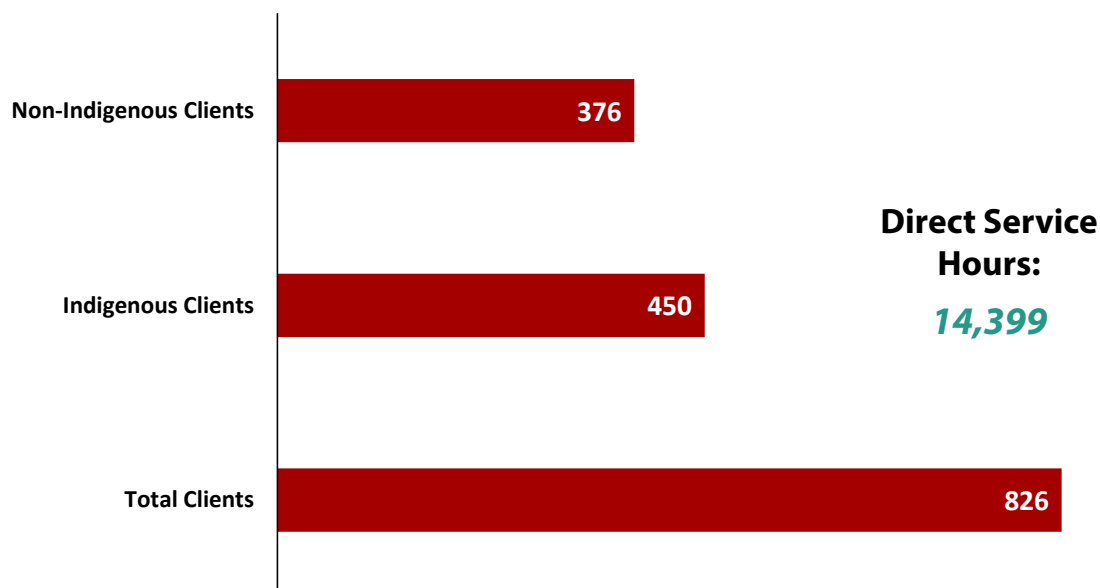
During visits, the worker may provide information on parenting, such as behaviour management and boundary setting, life skills, such as nutritional meal planning and child safety, and tips on personal life skills, such as self-esteem and self-advocacy.

When providing supervised access visits for clients, the worker adheres to standards of confidentiality and complies with all relevant standards for documentation and reporting.

Family empowerment workers have participated in the Healing Fires in Prince George as well as hamper delivery to clients. Staff also assisted clients at Moccasin Flats in Prince George, providing water, food, and other services to ensure clients are cared for. The Prince George team has assisted in training other staff from out-of-town offices to maintain consistency in service delivery.

The Family Empowerment Program encourages Indigenous clients to practice cultural activities during their visits. Some examples of the cultural activities that have taken place during visits have been drumming, singing traditional songs, beading, and smudging.

Figure 1 – Family Empowerment Clients



Family Preservation Program – Urban (Prince George, Vancouver) and Community (Burns Lake, Vanderhoof/Fort St. James)

The Family Preservation Program supports skills development needed to strengthen family wellness. We work alongside families who have the Ministry of Children & Family Development (MCFD) involved in their lives or are at risk of MCFD involvement.

Family Preservation continues to provide support and assistance to Band Designated Representatives (BDR) via training and job shadowing. Each BDR is provided with the opportunity to job shadow with a Family Preservation team for one week.

We have been supporting the work of Nation rebuilding by offering programming in Burns Lake, Vanderhoof, Fort St. James and Vancouver to provide in-person access for member Nations and offering support to Nations to take on and implement programming within their own communities. We supported staff in completing their Bachelor of Social Work (BSW), Indigenous Human Services Diploma (IHMS) and assisted eligible staff to take C3 delegation training. Staff in Vanderhoof, Fort St. James, Burns Lake and Prince George took part in Signs of Safety training.

We have staff trained to deliver the Caring Dads Program, which was delivered in Prince George twice during this year, with plans to deliver this programming in community during the next fiscal year. In Vancouver and community, we are supporting staff to be trained in all programming that is offered in Prince George including Caring Dad's, Grief & Loss programming for families, the PEACE program, Bringing Tradition Home Parenting, Life Skills and Women's Healthy Boundaries programming: When Love Hurts.

We are diligently working on improving our connections with partner agencies to increase the awareness of services we offer, increase referrals, and bolster connections to support members living off-reserve. This includes presentations to partner agencies, quarterly family connection events, hosting welcoming baby ceremonies as well as Christmas celebrations. Furthermore, we are enhancing our structures to support priority programming, community needs and further capacity building.

Here is what some of the families have told us:

"Thank you for being there to always support me whether its big or small" **Cheslatta**

"I enjoyed caring dads" **Saik'uz**

"I am grateful for everything csfs does for me" **LBN**

"Appreciative of the support" **Cheslatta**

"Thank you to the Urban Family Preservation Team for your quick response" **Taylor Boucher - Hospital Liason**

"I just wanted to say, THANK YOU so much for the food hamper on Thursday the 20th of June!"

"I am very happy that your agency helps us out with food!"

"– I am so grateful for all the support my family has received since we have been working with you. You guys have done a lot of support for us since we started with you."

"I am so happy with the support your team provides to our clients in Vancouver area" **-LBN Band Rep**

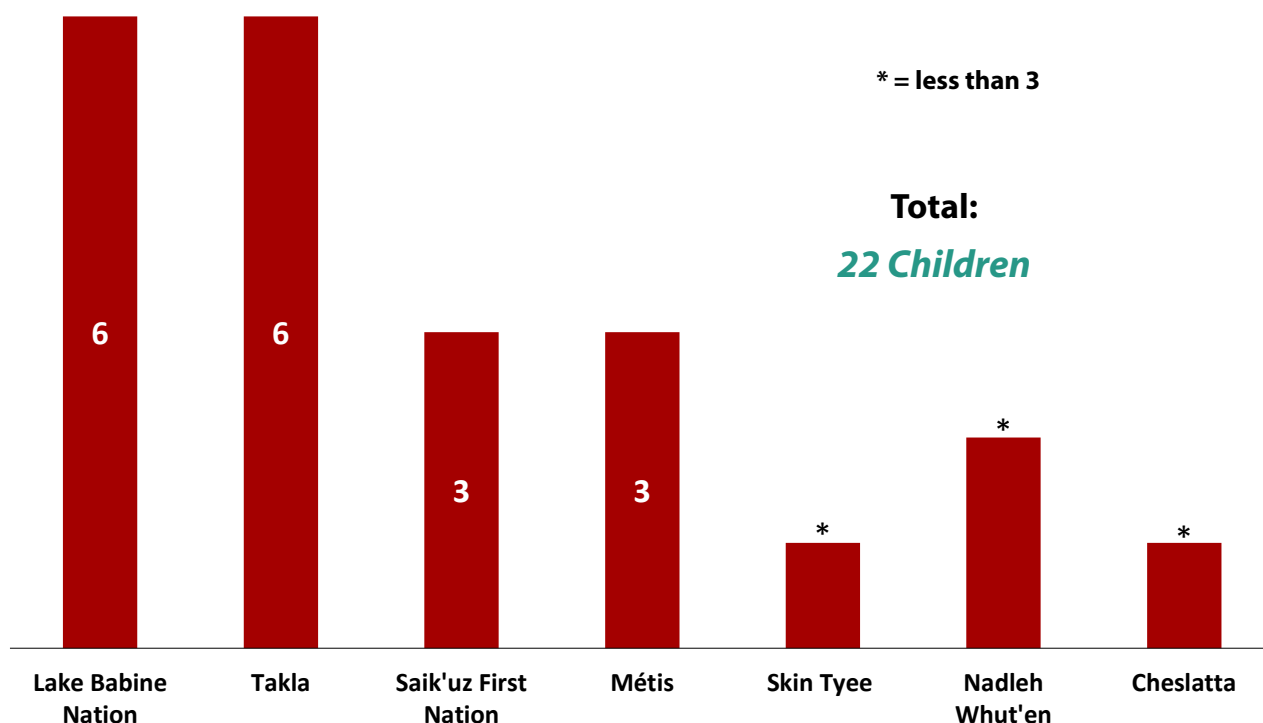
"I so appreciate all the work you are doing for our family" **Cheslatta Band Rep**

Stats for PG, Vancouver, Community

Total Clients Served	2781
Clients Receiving MCFD Advocacy	1905 (68.5%)
New Clients	1024 (36.8%)
Hampers Provided	1035



Figure 2 – Family Preservation Children Returned to Community



Wrap Around Parent Guidance & Support

The Wrap Around Parent Guidance and Support (WAPGS) program will support Nation re-building by expanding services to Burns Lake. This expansion will ensure programming is aimed at meeting the holistic safety needs of children while strengthening individual, family, and community wellness. The expansion will further ensure that WAPGS is creating strong connections and establishing meaningful relationships with community members and partners to allow for training and mentorship.

WAPGS incorporates culture into our program by ensuring that culture is woven throughout all program areas by learning Carrier words and posting them for all to learn. We also seek knowledge and information from our CSFS Elders and families regarding Carrier language, customs, and traditions.

WAPGS staff participated in the Nowh Guna' Carrier culture training. We also participated and assisted with Healing Fire ceremonies, a Welcoming Babies ceremony, and Indigenous Peoples Day celebrations. The WAPGS program is fully staffed with a highly

diverse and skilled cohort. We recognize that secure attachment relationships with parents and caregivers are a protective factor for infants and preschoolers. Training sessions have strengthened staff capacity and development to ensure we offer the best possible program. The WAPGS program offered Circle of Security program to a cohort of 10 clients. We also supported four of the Family Connections Days in partnership with PG Family Preservation and the Ministry for Children and Family Development (MCFD). The program continues to provide individualized goal plans to ensure the parent-child relationships are supported and strengthened.

"In the beginning I didn't think I needed this program and was frustrated I had to do it, but I learned a lot and think this is a program everyone should take".



Intensive Family Therapeutic Services

To support the work of Nation re-building, the Intensive Family Therapeutic Service (IFTS) and the Parents and Children Together (PACT) programs continued work to address safety concerns and keep children with their parents/caregivers. Recruiting efforts were prioritized during the year to expand programs to Burns Lake and Vanderhoof, providing services that meet the needs of children while strengthening community wellness. This expansion allows for IFTS and PACT staff to educate, mentor, and empower community members.

The IFTS program is continually improving the integration of Carrier and Sekani culture into planning and service delivery. Staff continued to enhance their knowledge and understanding of Carrier and Sekani history and culture by attending the Nowh Guna' Carrier culture training, watching videos about Carrier culture, and attending the Our Children Our Way conference. IFTS and PACT staff also participated and assisted with Healing Fire ceremonies in Prince George.

Culture is woven into our program delivery as our culturally competent staff conduct themselves with self-awareness, humility, and commitment to understanding and embracing Indigenous culture as central to effective practice. When working with families, IFTS and PACT staff explored the importance of their culture and traditions with families and how

that can be incorporated into the family's service plan.

To provide the highest quality support to our families, staff engaged in ongoing training and professional development to ensure clinicians and practitioners gain new skills and knowledge to help us better serve program participants.

Comprehensive, job-specific professional training includes:

- Motivational Interviewing
- Intimate Partner Violence
- Relapse Prevention
- Cognitive Behavioural Therapy (CBT)
- Parenting Practices
- Trauma Informed Practice
- Critical Incident Stress Management (CISM)

We continued providing IFTS programming designed to eliminate barriers to services and supports while using research-based interventions. These programs work to improve parental skills and capabilities, family interactions, child behaviour and family safety.

The PACT program has now been in operation for just over a year and has been evolving in its service delivery to continue meeting the needs of member Nations by increasing referral sources to now include the Maternal Child Health and Guardianship programs.

Program Stats April 2023-March 2024		
	Homebuilders	PACT
# of families worked with	49	14
# of children remaining in home at close of services	100	26
# of children removed from parents care	7- 6 were placed with family	3
Total remaining in the home since the program started	562	30





Guardianship, Post Majority Services & Resources

Guardianship supports the well-being of children and youth who have come into continuing care, or youth who are on youth agreements. Guardianship workers approach planning with the child/youth at the centre, surrounded by family and community. Planning and decision-making are guided by the Aboriginal Operational Practice Standards & Indicators (AOPSI) and applicable Federal and Provincial legislation such as the CFCSA. We hold a shared vision of first reducing the number of Indigenous children and youth in care and remain committed to supporting children to return to family, extended family, and community. This year, we encouraged and supported all children and youth in our care to attend Nation specific events and events hosted by CSFS Youth Services. Representatives from communities were invited to participate in care planning for all children and youth in CSFS care.

The Urban Post Majority housing program called “A Place to Dream” is now fully operational and we have four Carrier young adults who have moved into their suites. We offer 24/7 staff support on site including life skills, cultural, and cooking workshops in Prince George for residents. This program is a partnership between CSFS, Nezul Be Hunuyeh Child and Family Services, the Prince George Native Friendship Center and BC Housing. Our goal is to develop a

similar program in Vanderhoof this coming year in collaboration with Indigenous community partners and Foundry.

This year our program expanded by 30% with the increase of support being offered to young adults through Post Majority agreements. This service has expanded and is now offered in Vancouver. The agreements provide financial support, like living expenses, to young adults to help them finish school, attend college or university, complete a rehabilitation program, take part in a life skills program, and promote cultural connections. This program is available to support young adults 19 – 26 years of age who were formerly in foster care for a minimum of two years, or who were in a formal out of care arrangement or adopted between the ages of 12 – 19 years of age.

This year we supported young adults who graduated from trades programs. Several young adults are currently enrolled in private arts programs, as well as social worker degree programs.



CSFS Staff at the Post Majority Housing Opening in Prince George-September, 2024



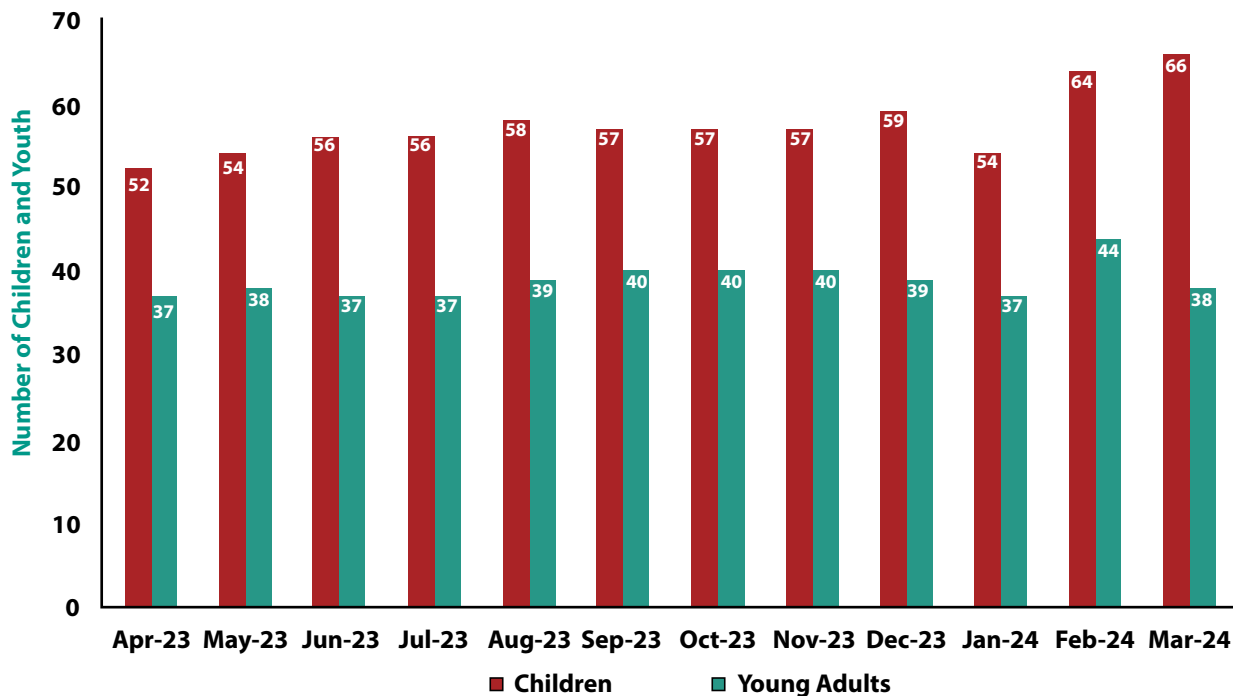
A former youth in care (Lake Babine Nation member) spoke of her support through CSFS guardianship and included the following feedback during her exit interview:

I felt like I was always listened to and my needs were met, especially my health stuff. When I didn't want to go out my social worker gave me the push to meet my goals. She was available to me when I needed her and she would pick me up. In the next five years I plan to get my driver's license, get a car, and become a care aid or cashier.

A young adult (Saik'uz Nation member) on a post majority agreement said the following about our program:

The program has helped me grow and learn to be independent. And helped me in times when I needed it most. It provided ways for me to heal, with services such as counseling. It has helped me with education and living in a bustling city. Be it health, mental health, or my education, I've gotten helped.

Figure 3 – Children and Youth Served by Guardianship and Post Majority Services



Children – 0-18 years of age who are in care through a continuing custody order, in care under a voluntary care agreement, special needs agreement, or youth agreement.

Young Adults – 19-26 years of age who were formerly in care under a continuing custody order, on a youth agreement when they turned 19, or adopted or in an out of care between ages 12-19.



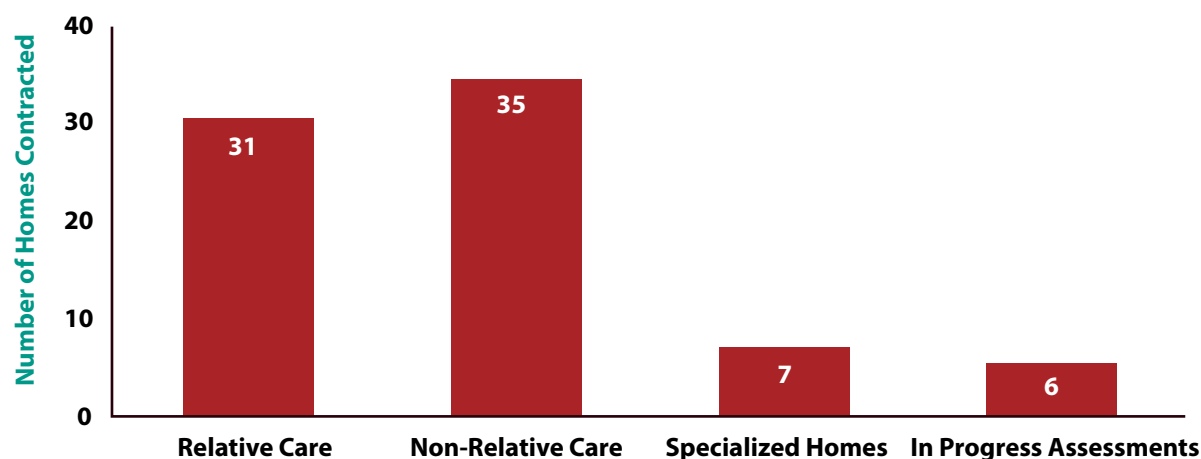
Resource Services

The resource team offers alternative care for children and youth in care, in a voluntary care or special needs agreement, or in an out of care formal arrangement. Resource workers use the SAFE home-study and out-of-care assessments for kinship and foster homes. We are required to use these tools in the province of BC to ensure that the home and family environments meet the needs of a child before placement.

This year we were able to increase the cultural learning opportunities offered to both current and prospective caregivers. We facilitated monthly Bringing Tradition Home 'one gift' sessions, creating space to learn the Yinka Dene values through the stories and teachings of our local elders and Knowledge Holders.

We also increased the number of relative care providers contracted through our resource team. Our goal is to continue to promote family placements and offers supports including enhanced funding for out of care providers to meet the needs of families.

Figure 4 – Number of CSFS Contracted Resource Homes by Type of Home



Relative Care – Children in the care who are placed with relatives in a contracted family home or with an Out of Care provider.

Non-relative Care – Children in care who are placed with a contracted family home who do not have a familial relationship to the child.

Specialized Homes – Children in care who are placed in a contracted home which specializes in providing a high level of personalized care to meet complex needs.

In-Progress Assessments – Includes SAFE assessments and out of care assessments. In addition to the statistics of types of homes we provide, Resource services has provided alternative care to 73 children and youth in care from CSFS, the Ministry of Children and Family Development, and Nezul Be Hunuyeh Child and Family Services. Feedback is a critical element in helping us reflect on best practices and to continue to improve services.



Here is a quote from Julian (Lake Babine Nation member) about his experience accessing guardianship and resource services:

Working with Carrier Sekani Family Services' Guardianship and Resource teams has been immensely positive since we became foster parents. Both teams care deeply about the children we provide care to and us as foster parents. The Guardianship team is always checking in about the children and is always willing to help however they can to ensure the best possible care. The Resources team is always looking out for our overall health and will do everything they can to help and ensure we have all the tools we need to be effective caregivers. Coming from a different organization's supervision to Carrier Sekani Family Services has been a night and day experience. I look forward to our continued partnership and continuing to provide a safe and loving home to children in care.

Community Development

Community Development emphasizes the importance of building strong relationships with the 11 member Nations we serve. Our framework for service delivery is inspired by the significant contributions of Dr. Cindy Blackstock, particularly the Touchstones of Hope, which we continue to use as our planning framework.

Our department's goals are centered on language and culture, increasing operational service delivery and supporting holistic prevention strategies.

Reflecting on last year's goals, our focus was on enhancing service delivery and building community capacity. We adapted to the evolving landscape influenced by the final agreement of the First Nations Child and Family Services programming, which directly impacts the allocation of prevention funding to our Nations. Additionally, we coordinated services and funding arrangements to pay for prevention and culture activities of those funds held by CSFS. Collaboration and consistent communication were goals while navigating the changes by Indigenous Services Canada.

The final agreement introduced many changes from Indigenous Services Canada when it came to primary (prevention), secondary, and tertiary expenses. Work has progressed to provide clarity and the need for continual communication between CSFS and the member Nations. Additional advisory support services included applications for the CHRT Capital Directive Order 41 with Indigenous Services Canada, and now supporting member Nations with the operational planning of their new infrastructure developments - demonstrating collaboration and building stronger relationships with the communities we work with.



Dzee Ba'yugh Safe House

As an Indigenous Safe House Program, we operate, live and carry ourselves with our traditional and cultural values embedded in everything we do.

During the fiscal year, the Safe House Program provided financial support for home start up. This assistance allowed an ease on the financial stress that often comes with moving into a new home. This financial assistance helped women to purchase basic needs for their newly acquired homes such as beds, bedding, dishes, dining tables, towels, linens, groceries, and any basic supplies.

The Safe House supported staff's professional development, completing Indigenous Human Services Certificate, and Indigenous Human Services Diploma. The Safe House program has supported these workers/

students by offering flexibility to work on schoolwork and complete assignments. By supporting workers to pursue a higher education, we not only strengthen our organizational capacity and development, but we also strengthen our communities as all our staff are from the communities we serve.

During a woman and her child(ren)'s stay, Safe House staff work to encourage and empower clients to gain their independence back through access to services and supports based on their unique needs. These are offered as voluntary activities and facilitated groups that build relationships, unleash new skills and encourage creativity in clients, whether that be through arts and crafts to building basic life skills from learning a new recipe, gardening, traditional food harvesting and beading, making ribbon skirts.



L to R: Beading red dresses with Support Worker Roberta, Dzee Ba'yugh Team in ribbon skirts made with clients at the Safe House and facilitated by Sherri.



Youth Services

Youth Services is proud of our many accomplishments this year. We hosted our annual Youth Teaching Bah'lats with over 100 attendees, and spearheaded the launch of the Spirit Bear and Children Make History Museum Exhibit in partnership with Lheidli T'enneh, First Nation's Caring Society, and The Exploration Place. We partnered with the Jurisdiction team to begin planning for a Matriarchs and Youth Voices event that will gather input from youth and matriarchs about jurisdiction pathways.

We continued to offer programs focused on empowering youth living in and away from community. Walk Tall Tachet was facilitated by the Tachet Youth Services Worker, with guidance from Elders and knowledge holders of Tachet. The program offered cultural, recreational, and educational activities for youth in Tachet.

Syoh staff offered a Jr. Walk Tall for Boys and Girls in Saik'uz. This program ran three times this past year, with 10 participants attending each session. Additionally, our Youth Services Workers continued to support community initiatives through 1:1 service, youth drop-in programming, and assisting with community gatherings and activities.

Skai Zeh Yah continues to be a hub for youth in Prince George. The centre provides opportunities for youth to access basic needs and participate in cultural activities, including language learning, medicine making, and drumming. Sk'ai Zeh Yah has three Intensive Youth Social Workers who support youth accessing treatment, housing and employment, and client outreach services. The staff works collaboratively with the CSFS Primary Care team to offer Primary Care services at Sk'ai Zeh Yah, including OAT and harm reduction services.

The programs offered at Niwh Hiskak Habibeh are Walk Tall, Youth Support Services, Beading groups, Youth Food Bank, Youth Advisory Council, Nk'esiy "I Love You" PRIDE Group, and Niwh Khinek "Our Language" Program. The Niwh Khinek "Our Language" Program is a weekly language learning program for children, youth, and their families. This program invites children, youth, parents/ caregivers, and siblings. Participants have dinner together and learn words and phrases

in the Nadut'en-Wet'suwet'en dialect of Carrier. The Niwh Khinek Program will be expanded in the future to offer lessons in the Dakelh dialect of Carrier. We are grateful for the mentorship provided by the knowledge holders who assist us with cultural learning opportunities offered to youth.

Our Youth Services team is honored to have the support and guidance of our Cultural Programs Coordinator, Barby Skaling, and our Sr. Cultural Advisor, Gloria Gerow. Barby supports many CSFS programs with cultural activities and events, including Nowh Guna' and Bringing Tradition Home. Barby offers cultural teachings, training, workshops, and support for staff and clients. Gloria shares her traditional knowledge by teaching beading and language lessons and assisting with genograms. Barby and Gloria continued to strengthen our services and helped ensure that culture is our foundation while we work together to empower future leaders.

A goal for Youth Services continues to be expanding operations to better encompass the youth in all the Nations we serve. We aim to hire Youth Services Workers for each community, who will collaborate with Youth Services staff in urban centres. We will meet with each community to identify ways to develop community-based youth programming in collaboration with the Nations.

We look forward to continuing to collaborate with CSFS Member Nations and staff to offer innovative and accessible youth services.





Youth Services Walk Tall Tachet Group

Aboriginal Supported Child Development Program

The Aboriginal Supported Child Development (ASCD) team is proud to partner with Aboriginal Head Starts in several communities, including Vanderhoof, Saik'uz, Stelat'en, Takla, Nadleh, Lake Babine, Yekooche and Burns Lake. The program supported 98 clients and their families in the 2023-2024 year.

Our program views culture as integral to the health and well-being of the children we serve. We assist in local events whenever possible to show our support and availability.

ASCD provides flexibility in providing support workers at the Head Start (as needed). We hire them directly or allow Nations to hire their own support workers and provide the funds through contracts. This flexibility promotes organizational capacity. We seek to learn, grow, and adapt our program to the needs of the communities we serve. We also incorporate resources and programs that reflect the local culture whenever possible.



The program supports Head Start centres and staff in their crucial role of nurturing children and promoting an inclusive educational environment. We also support families, help them connect to resources, and ensure they are included in planning and goal setting. Furthermore, ASCD has delivered several group programs to local centres, including the Kimochi program.



Best Beginnings Outreach Program

Over the last year, the Best Beginnings Outreach Program (BBOP) has continued to focus on providing innovative, functional, and high-quality holistic therapy services. The BBOP was able to increase the number of children aged 0 - 7 seen by our therapy service provider team, which includes Occupational Therapists (OTs), a Physiotherapist (PT), Speech Language Pathologists (SLPs) and Rehabilitation Assistants (RAs).

Stats for 2023/2024	
Occupational Therapy sessions	164
Physiotherapy sessions	12
Speech and Language Pathologist sessions	302
Physiotherapy sessions	164
Rehabilitation Assistance Clients	108
Early Years Outreach Worker attendees	642

The year saw the most clients served and the highest number of therapy sessions/interactions than any other reporting period since the Covid-19 pandemic. For Therapy Week (April 24th – 28th). OT, PT, and SLP collaborated for in-person visits to Saik'uz, Takla, Yekooche, Stellat'en, and Nadleh. This was a tremendous success – we saw 21 clients this week.

We had an opportunity to have an OT travel in from Smithers to conduct in-person sessions/assessments, bringing along a highly trained Lions Foundation Therapy Dog named Bonny, who quickly became popular among BBOP clients.

The use of virtual therapy options increased. Virtual therapy sessions have proven beneficial in remote communities where a support person is available in the community to set up, supervise, and implement therapy activities.

Hiring Rehabilitation Assistants (RAs) has been paramount to creating connections and consistency with families in between therapy visits. The RAs have been making weekly visits to Headstarts and daycares in our communities and conducting home visits.

During the year, we began to conduct collaborative meetings with the Aboriginal Supported Child Development (ASCD) team at CSFS. These meetings helped improve efficiency and provide areas of focus for each client in the form of a planning and goals document.

In addition to therapy services, BBOP provides Early Years Outreach support to several communities. Funding was secured for the renovation of Grassy Plains School. This project is a collaboration with School District 91, the Link, and Cheslatta Carrier Nation to renovate and include an Early Years Wing, with space for daycare, HeadStart, and before-and-after-school care. Construction is expected to begin start within the year. Cheslatta Carrier Nation confirmed funding for a trailer to be set up on Nation land so that Early Years programming can continue until the project is complete. The Early Years Outreach Worker (EYOW) based on the Southside traveled weekly to Burns Lake to facilitate 'Kimochis' and 'Moe the Mouse' circles at two daycare centres and a Kindergarten/Grade 1 class in a local elementary school.



Best Beginnings Outreach Program



Canadian Prenatal Nutrition

The Canadian Prenatal Nutrition Program supports a diverse population of pregnant individuals and new parents in Vanderhoof and surrounding communities until their baby is seven months of age.

The program worked closely with St. John Hospital and the Vanderhoof Health Unit in collaboration with CSFS Maternal Child Health program to provide new families with breast/chest feeding and infant nutrition support.

We continue to provide information sessions for hospital staff, leading to many good outcomes for program participants and staff. In the future, CSFS is working toward making St. John Hospital the birthing centre for nearby rural communities.

When working with Indigenous communities, we strive to provide culturally relevant programming and work with Maternal Child Health and other partners to develop Traditional Birthing Practices. Families receive support and information through home visits, hospital visits, and group sessions.

The CPNP and Maternal Child Health Programs hosted a Full Spectrum Indigenous Doula training that was open to staff and community members. This ensured that staff were aware of how to implement best practices.

The CPNP worker delivered comprehensive nutrition education and consultations to support healthy eating habits and pregnancy outcomes. Recent training completed includes the CPNP worker's Breastfeeding Specialist Certification along with Non-Violent Crisis Intervention training. Additionally, the worker attended a Cultural Humility Perinatal Health Workshop.



Canadian Prenatal Nutrition Program

Between April 1, 2023 and March 30, 2024, we achieved:

82 Breastfeeding Support Visits at St John's Hospital by CPNP Coordinator, totaling 104.6 hours (about nine days)

81 follow-up calls made to clients having initially accessed Breastfeeding Support through the CPNP Coordinator at St John's Hospital, totaling 33 hours

209 Home Visits conducted, totaling 283 hours (about 1 week 10 days), involving 32 individual client families

4 Group Prenatal Classes held, totaling 15 hours, with 17 client families attending

12 Summer Wellness Picnic Groups were held, totaling 29.3 hours, with 275 total attendances (including children)

5 Community Kitchen Groups held, totaling 13 hours, with 33 total attendances

We also worked with the CSFS nursing program and St. John Hospital to increase communication and provide more client transportation services. Communication between CSFS and St. John Hospital has improved substantially—a collaboration with the nurses at St. John Hospital for breastfeeding support. During the fiscal year, we received Northern Health Imagine Grant funding to host Summer Wellness Program picnic lunches and community kitchen events addressing food security and nutritional value. The CPNP worker also encouraged and supported program participants to attend community events such as Library Rhyme Time, Strong Start, and the Toy Lending Library. Our program fosters active participant engagement and empowerment through education, support groups, and peer mentorship. By implementing these best practices, the CPNP can provide comprehensive and compassionate care to support pregnant individuals and their families' health and well-being.



Children's Oral Health Initiative

The Children's Oral Health Initiative program seeks to promote health by providing dental screening and fluoride varnishes within the Head Starts in Nadleh, Stelat'en, and Mouse Mountain School for children under seven. The goal is to reduce barriers to dental care and improve accessibility. Children are treated with respect and kindness to help the experience to be positive.

The Children's Oral Health Initiative (COHI) Aide connected with the cultural support person at the Mouse Mountain School. The program implemented best practices by being flexible and offering dental screenings and fluoride varnishing wherever it best meets the nation's and families' needs. Services are offered at health fairs and health centers whenever possible.

The COHI Aide took opportunities to provide education about the services provided by the program as well as providing education regarding dental health and providing dental health supplies such as

toothbrushes, toothpaste, and dental floss at events such as health fairs, early years fairs, and community AGAs.

The COHI program successfully delivered four dental varnish appointments a year and bi-monthly check-ups by the dental hygienist.

Stats for 2023/2024

Children Supported

Nadleh	25
Stelat'en	31





Early Years Preschool

The Early Years Preschool strives to include a variety of cultural perspectives as we are a diverse program open to all ethnicities. The program offered play-based learning and implemented best practices that respects diversity and promotes inclusivity. We provided opportunities for Nations to send students to complete their practicums to be certified as Early Childhood Educators.

The Early Years Preschool took part in the Vanderhoof Early Years Screening Fair. This was an opportunity to collaborate with other programs in Vanderhoof and improve communication, as well as highlight our program to families with young children. We offered Vision Screening and the Ages and Stages Questionnaire free to all families to help them connect to needed resources. We are a much-needed service communities as we provide 32 preschool spots per year to help prepare children for kindergarten so they can thrive.



Maternal Child Health

This past year, our program welcomed two additional members to our Prince George and Vanderhoof team to streamline workload and help with staff retention. This allowed us to expand our service areas, to include Fort St. James, and Takla, to encourage families to be self-sufficient in preparing and caring for their children. Our team has been working hard to make connections in the communities and build relationships by connecting with elders, attending culture camps, and providing culturally focused activities, weekly groups, and workshops, with the intent to ensure that all families with children 0 - 6 years old are receiving our services.

Our Prince George team, in collaboration with Early Child Development, Family Preservation, and Nursing, delivered Child Wellness kits to participants of the programs. These kits were created to engage participants on health and safety issues, increase child-parent interactions through activities, and incorporate nutritional snacks and ideas for children.

In Vanderhoof and Burns Lake area, we were able to host Child Wellness clinics in collaboration with the Nursing team.

We continued in-person program delivery, including Community Kitchen, Child Wellness Clinics and Parent Groups, while focusing on connection and culture through land-based activities such as community field trips, berry picking, nature walks, crafts, and swimming. Programs were culturally focused and planned with the guidance of cultural advisors and partnership with community development, such as ribbon skirts, drum-making, and beading.

The Maternal Child Health team were also equipped with knowledge from the Bringing Tradition Home Cultural Parenting Program in 2023 to facilitate parenting sessions in communities in conjunction with Elders and Knowledge Holders. This program aims to start conversations about traditional parenting practices and affirm parents and caregivers in their



positive relationships, while connecting parents and caregivers with Elders and Knowledge Holders in their own communities.

As a team, we have increased our knowledge and have taken part in many training opportunities such as Nowh Guna', Bringing Tradition Home, Infant Massage, Breastfeeding Essentials, Early Infant Mental Health, Postpartum Support, Full Spectrum Indigenous Doula training, the Leadership Training series, Touchpoints training, BCAPOP training seminars, First Nations Health Authority conferences as well as the Northern Health Perinatal Conferences.

We are meeting with the Nations consistently to ensure we provide meaningful and culturally relevant services and partner with the nations. The Maternal Child Health team will continue to enhance our connection and relationships with the communities to ensure that families with children 0 - 6 receive services. We focus on prevention and early intervention to ensure families are supported to reduce risk.



Maternal Child Health Program Activities





Middle Years Program

The Middle Years program has supported Nation re-building between nations and CSFS staff through Yinka Dene camps, cultural, seasonal activities, and age-specific groups that navigate social and emotional development. The Middle Years team has built relationships through supporting community events and programs and facilitating activities that focus on the social and emotional development of children ages 6 – 12.

In the spring and summer months, we supported Nations in their training, planning, and facilitating of Yinka Dene camps. Equine sessions were run throughout the year in various locations. Having multiple facilitators helps us connect with children in many communities and children who may be living off-reserve.

During the school year, the Middle Years team worked with School Districts 57 and 91 to support children experiencing hardship with social, emotional, and sensory situations. Supporting the children during school days has been beneficial in staying connected with them during school year breaks and holidays.

The program worked with three Equine Facilitators in Fort Fraser, Vanderhoof, and Prince George. McLeod Elementary, Evelyn Dickson Elementary, Fraser Lake Elementary, Sinkut View Elementary, and EBUS have all been participating. Middle years also participated in school-age groups for equine or family visits in Yekooche. Groups and one-on-one support sessions were held at two schools in Vanderhoof and two in Prince George. Multiple kickboxing and general sports sessions were given to children who benefitted from a safe, physical outlet. The team collaborated with United for Literacy and Nadleh, Stellat'en, Saik'uz, Yekooche, Takla, and Wet'suwet'en to deliver the Yinka Dene Camps.

The Middle Years program ensures that Carrier and Sekani culture is the foundation of our services. Language is embedded into activities through approaches such as using traditional words for numbers, weather, money, and nature. Many community members teach the children about specific community traditions such as their songs and Bah'lats (potlatch) protocols, as well as by reading

books written by local authors throughout Yinka Dene camps. Family and community involvement is crucial and valued throughout our time supporting their children.

The Middle Years team has had growth in capacity and development. All positions were filled over the year, and a summer student was re-hired as a mentor. We constantly develop professional and personal skills to sustain a healthy work-life balance. The team participated in and completed various cultural and professional development opportunities such as Nowh Guna', Mental Health First Aid, ASIST training, Class 4 driver's training to transport more children, and Non-Violent Crisis Intervention training. Furthermore, the team attended conferences such as Tending to Trauma which allowed us to expand our knowledge of many impactful and emerging leaders in the field.

We collaborate often, ensuring our communication is frequent, open, and informed. The Middle Years team provides funds or resources to community programs and events like Yinka Dene camps, Indigenous People's Day, Health Fairs, and Culture Camps.



Client feeding a horse - part of the Middle Years program equine sessions



Hohudul'eh Bayoh – Indigenous Head Start

Over the last year, Hohudul'eh Bayoh Indigenous Head Start opened its Infant/Toddler program and hired an Infant/Toddler Early Childhood Educator and an Early Childhood Educator Assistant. Through the course of the year, both programs were operating at full capacity, allowing the program to operate under regular hours.

The Infant/Toddler room had eight children enrolled, and the 30-month-school-aged room had 12 children enrolled, with spaces reserved for children graduating from the Infant/Toddler room.



Our centre is committed to delivering high-quality services and support to families. We were able to provide childcare for 18 families in total. Additionally, seasonal hampers were being given out to the families. These hampers were given out on the winter and spring. Items included food, baking sheets,

Tupperware, summer toys, beach towels, gift cards, and cooler bags. The centre was able to purchase, replace or update many toys/furniture/resources with a grant through BC Aboriginal Child Care Society to fund the items for the hampers to families.

We worked with the Aboriginal Supported Child Development program and had a support worker join our program to provide extra support. Speech, physical therapists, and occupational therapists have come into our program to observe and help with children needing extra support.

To increase capacity and development, three of the educators in the Head Start worked through multiple courses for the Early Childhood Educator Certificate Program. They are set to become certified Early Childhood Educators, enhancing the quality of care in our centre. In the spring, the team traveled to Richmond to attend the Aboriginal Head Start Annual Conference, and to Prince George for the annual Aboriginal Head Start Regional Spring Conference with two Elders from the Saik'uz First Nation. These Elders will be volunteering in the centre to help incorporate and enrich the cultural and traditional teachings to the staff and children. The program also hosted a Head Start Graduation for children moving on to kindergarten and invited Guy Prince to build drums with the families to give to the graduating children.



Story time with Maureen Thomas at Hohudul'eh Bayoh - Indigenous Head Start



Little Angels Daycare

CSFS purchased Little Angels Daycare from Burns Lake Band and took over the management in May 2023. Little Angels Daycare is a licensed community daycare centre located in Burns Lake, with playgrounds for two age groups. We offer various of cultural activities, including the Burns Lake area, Dakelh, and Nedut'en Carrier language and culture. Little Angels Daycare is a full inclusion centre, offering space for children of all abilities. The centre provides care to 30 children daily: 18 children ages 3 - 5 years, 12 children ages 0 - 3 years, and 17 on the waitlist.

Eight staff members are employed through the program, with one ECE full-time position currently advertised. Two Aboriginal Supported Child Development staff work full-time with the children in the daycare. We will potentially be looking for a cook in the future.

The program collaborates with diverse programs for parents to access services while their children are attending daycare, including CSFS Best Beginnings Outreach Program, Maternal Child Health and Aboriginal Supported Child Development, Northwest Child Development, Infant Development, Northern Heath Dental Varnish, Thomas Robinson Supported Child, Jordan's Principle, Dolly Parton Imagination Library, Food Bank, and many more.



**Provides Daily
care to
30 Children**

Little Angels Daycare has been providing opportunities for community members to do their practicums for Early Childhood Development. We have been able to take on six and will continue to offer opportunities to others. We have worked with School District #91 to provide opportunities for work experience for students taking some of their Early Childhood Education courses in high school. This has helped strengthen our organizational capacity and development.

We also hosted Christmas dinners, easter egg hunt, numerous field trips, spirit bear tea, Mother's Day tea events and many more to promote culture and deepen relationships with our families.



Little Angels Daycare



Niz Widizlih Head Start Outreach

Niz Widizlih Head Start Outreach Program opened in March 2020 under Ts'il Kaz Koh. In May 2023, CSFS began operations of the Niz Widizlih Head Start Outreach Program (Formally Burns Lake Band and Ts'il Kaz Koh Head Start). We were recently awarded a larger contract and now can hire a staff full-time. Currently, the program is running at a part-time capacity.

Throughout the year, we engaged families in cultural revitalization by introducing household words in the Dakelh language and promoting linguistic preservation and intergenerational learning. Our Easter activities in April included a creative scavenger hunt.

May's focus on Spirit Bear, aligned with Jordan's Principle, was a highlight where families participated in a meaningful tea party and watched educational videos together. Each family received themed materials, including Spirit Bear books, colouring activities, and symbolic gifts like laundry strips for cleansing, echoing renewal, and community support.

June emphasized environmental stewardship with themed kits on planting and nature exploration. Children engaged in learning about plant life cycles received Indigenous plant cards and enjoyed hands-on activities with insect collections and nature trail books. In celebration of Father's Day, we celebrated paternal bonds with thoughtful activities like canvas painting and storytelling, reinforcing family connections and cultural pride.

More examples of activities we engaged our clients in included, Dakelh language word search, insect collection kits, and a summer carnival day.

These initiatives underscore our commitment to holistic child development, cultural continuity, and community empowerment, achieving milestones that resonate deeply within our Indigenous community.



Niz Widizlih Burns Lake Headstart





Travis Holyk
Chief Administrative Officer

The Health Department continues to build on its solid foundation, working towards the goals established in our 10-year plan. Aligned with the overall CSFS Strategic Plan, the Health team is pleased to report on our progress in health service delivery for the fiscal year.

To meet the organizational goal of “Supporting Nation Rebuilding,” the health department continued to work closely with community partners to improve the community-led health priority setting process. As an organization, this was completed through regular leadership meetings, including quarterly meetings with the Chiefs and community health directors. CSFS Health Directors and Community Health Directors meet before FNHA caucus to ensure our priorities and communication strategies are aligned.

Defining community priorities continued to be completed through timely access to information provided to community leadership that identifies health services access, demographics and health conditions. As a priority, we will continue to develop a communication strategy so that services are integrated and staff collaborate, both within CSFS and with each nation.

Strengthening organizational capacity and providing innovative and high-quality services continued to be a priority for the Health department. This objective was supported during the year with planning for improved infrastructure including a Foundry Centre for youth in Burns Lake and Saik’uz, with Burns Lake Foundry scheduled to open in 2025 and Saik’uz at the development stage. Our plan is to provide improved health services for youth throughout the Highway 16 corridor with a Foundry Centre anchored in Burns Lake and Vanderhoof.

We continued to focus on the recruitment of health professionals so that clients have timely access to the services they require. We increased services in Primary Care and addictions services through the growth of our Nurse Practitioner team. A long-term plan we are actively working toward is to restructure nursing services to better meet the demands of the communities we serve.

As the building of the Healing Centre progresses, we have been hard at work developing the operational and recruitment plans as well as licensing and have been meeting with our partners at Northern Health, FNHA and Indigenous Services Canada to determine funding for operations.





Community priorities identified in the Health Evaluation included the importance of diet and exercise. We began addressing this need through the creation of the Health Promotion and Physical Activity Program. In addition to the small but mighty team that has provided physical activity programming in the communities, the plan moving forward is to increase services by adding a dietitian and occupational therapist.

This year, CSFS started the “Practice Differently” recruitment campaign” as part of our goal to improve recruitment and retention. This campaign will support Health staff so that we truly focus on wellness, not only of clients but also our team. Specific areas of focus on culture included the work of Marilyn Janzen and the Mental Wellness Team on the development of the ‘Atsoo Program to provide support through identifying and strengthening the role of grandmothers in community. We continue to have our staff and external partners participate in the Nowh Guna’ cultural training and encourage additional learning in trauma informed care.

Given the current addiction crisis, mental health and addictions supports remained a priority in Health. We addressed addictions on several fronts including the development of an addiction strategy that includes the construction of Tachick Lake Healing Center as a center of excellence in addiction treatment. We continue to receive community feedback to ensure the services we provide in substance use and addictions reflect the communities we serve and are aligned with best practices.

With community feedback at the forefront, we continued to increase the addictions services provided. The Sobering Centre opened in Prince George in September 2023, providing 10 beds as a safe place for people 18 and older under significant influence of substances to rest. We envision, through the relationships developed by our staff, the sobering centre being a support that allows us to transition clients who are ready for additional services to programs including the Healing Centre. In preparation for the opening of the Healing Centre, the Addictions Recovery Program and Substance Use and Addictions Teams partnered to add a week of withdrawal management to each intake at Ormond Lake. This allowed our teams to develop and test protocols and best practices in addictions support.

Travis Holyk

CSFS Chief Administrative Officer



Community Health

CSFS works with member Nations to transfer health funding within community health programming. The Nations are funded for specific health staff that assist with connection between CSFS and the Nations in provision of health-related services. The Nations are also funded for community-related health activities and events, which are allocated at the discretion of Chief and council with input from their health teams.

In coordinating community visits to gather input on health plans, the CSFS team took direction from the health leads on their preferred method of collecting health priorities for their community. Some communities preferred two-day workshops with key community informants along with an opportunity for community member input at community events via CSFS booths, and other communities chose to conduct door-to-door member surveys.

Communication improvements include quarterly health coordinator and general manager meetings with CSFS health teams to discuss health related matters and to provide updates on activities. Monthly one-on-one virtual meetings with health coordinators were also arranged with coordinators who requested this communication pathway. Furthermore, a team representative has been invited to participate in First Nation's Health Authority meetings to strengthen funding to support community health priorities.

We continued to hire summer students to expose students to CSFS services and to promote capacity within member Nations. One of the activities we implemented was offering traditional self-care packages for the Health Manager meetings. We also encouraged CSFS staff involvement at community events such as health fairs, annual general meetings, cultural camps, and health awareness events. We supported community staff with applications to access funding for cultural programming and events with outside funding agencies.

CSFS covered the costs associated with travel for the Community Health Representative (CHR) and another representative to participate in the CHR Training throughout the year. The training modules were developed by CNC – Burns Lake with input from CSFS Health staff. Course participants were in attendance for

one week per month for one year. The final component of the course was postponed to the new fiscal year.

Upon request from community staff, CSFS Health staff supported the hiring of community health positions by partaking in interview panels and providing input into the job descriptions.

We also scheduled one-on-one planning sessions with Health Managers to develop a work plan for internal and external funding to maximize funding and assist with the event planning process. Communities continue to access funding application and grant application writing support from the Community Health team. The application process for First Nations Health Authority funding is the primary focus of these requests.

The Director of Community Health attended meetings as a member of the Interior Health Engagement Strategy Core Team with Northern Health Authority-Indigenous Health to assist with the development of community engagement for improved service provision within the region. Furthermore, the Director also attended meetings as a member of the Jordan's Principle Operations Committee to improve the service provision of the Jordan's Principle program within the region and attended First Nations Health Authority sub-regional and regional caucuses to ensure that information sharing occurs within the organization and to advocate for improved services and funding provisions for the region.



First Nations Health Benefits

First Nations Health Benefits (FNHB) Medical Transportation Program offers community members patient travel services in accordance with First Nations Health Authority (FNHA) eligibility criteria (adopted by FNHA from Aboriginal Affairs and Development Canada).

The program assists BC First Nations clients by supplying supplementary funds for travel to medically required health services that cannot be obtained within the community's Health Centre or in the community of residence. Travel allowances are provided to the closest appropriate medical provider. Services are provided to support patient travel for individuals at any stage in the life cycle who are registered with one of our member Nations .

First Nations Health Authority increased the supplementary allowance for mileage and for meals to assist with rising costs associated with inflation in 2023, and the rates have been extended for 2024. The escort policy was also revised to allow an escort for anyone over the age of 65 traveling for medical purposes without having to submit a benefit exception.



Addictions Recovery Program

During the fiscal year, we introduced substance withdrawal management services in collaboration with Substance Use and Addictions Services. The substance withdrawal management services are offered during the first week of treatment.

Our program also supported planning for treatment programming at the soon to be Tachick Lake Healing Centre. We introduced the Supplemental Package to help upcoming clients and their workers to plan properly for their 28-day stay at our centre.

In collaboration with the Quality and Innovation department, ARP conducted monthly evaluations to understand how to better meet the needs of clients. These evaluations have helped the ARP team better support clients through the substance withdrawal management process, participating in programming and after care.

Nurse Practitioner, Physician and Medical Appointments

Group Hours	2,019
Total Participants	2,928
ARP Program Completion/Exits:	84





Jordan's Principle

Prior to April 1st, 2023, CSFS received confirmation of our contract renewal for two Service Coordinator (SC) positions, and we were approached to house another position for a Regional Service Coordinator (RSC). The RSC position was implemented to fill any service gaps throughout the region which spans from Witset to the Northeast communities, the Findlay Hub, Fort St. James, and Quesnel regions. The Northeast does have a SC located in Fort St. John; however, the regional position contract included backfill support responsibilities for that SC position.

CSFS was also selected as a host agency to participate in the Approved Request Contingency (ARC) pilot program, including one full-time position for an ARC fund administrator. The ARC Administrator is responsible for maintaining the ARC spreadsheet that is intended to keep track of expenditures in real time. This role is also responsible to support administrative duties for the oversight of the Jordan's Principle department.

The ARC pilot program was initiated to flow funds directly from agencies to the vendors and to clients upon application approvals rather than continue with the reimbursement process through Indigenous Services Canada (ISC). Within the ARC contract, utilization of these funds was contingent on application submissions through one of the three service coordinator positions housed within CSFS. Use of the ARC funds is also contingent on the SC receiving an application approval from ISC.

The ARC funding pilot program was also intended to reduce payment wait times for reimbursement as ISC was approximately 8 to 12 months behind in reimbursing vendors, clients, and organizations for programs, services, and items that ISC approved for payment. ISC reimbursement to CSFS for expenditures in the initial stages of the Jordan's Principle department implementation was extremely slow and required invoicing ISC which was burdensome and lacked proper administration for tracking payments.

CSFS employs one Service Coordinator in Prince George who works with the urban Indigenous population. This accounts for a large portion of individuals residing off reserve accessing services through CSFS Jordan's Principle staff.

The lists below highlight the ISC service descriptors for accessing Jordan's Principle services and/or products which include:

Health Support Services, for example:

- Medical transportation not covered by First Nations Health Benefits (FNHB)
- Health services such as dental procedures or products such as medical equipment or prescriptions not covered by MSP or FNHB
- Specialty health services not covered by MSP or FNHB such as speech therapy

Education Support Services, for example:

- Educational tools and equipment not provided by the school or the Nations
- Transportation to and from school where school bussing is not available
- Tuition fees not covered by the Nations
- School supplies (mainly off reserve)

Social Supports, for example:

- Transportation to attend community events for off reserve members
- Physical activity fees – hockey, martial arts etc.
- Graduation attire and photos

Life Essentials, for example:

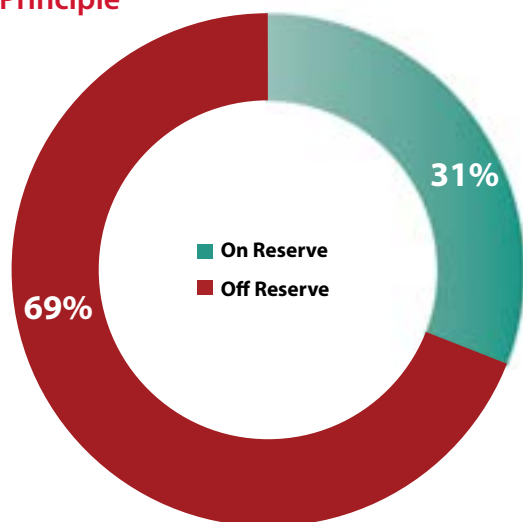
- Groceries for 3 to 6 months up to \$500 per child
- Rent for 3 to 6 months with eviction notice
- Emergency accommodations upon eviction for 3 to 6 months
- Children/ youth clothing
- Utility payments for up to 3 months with disconnection notice
- Infant items:
 - Car seats
 - Baby formula, diapers, and wipes for up to 3 months
 - Cribs
 - Children/ youth beds and other bedroom furniture – must be specific to the needs of the child or benefit of the child



On & Off Reserve Access:

Based on our master data sheet, CSFS SC's have submitted approximately 1000 applications in this fiscal year. The population of on and off reserve populations accessing Jordan's Principle differentiates as follows:

Figure 5 – Percentage of on and off reserve populations accessing Jordan's Principle



CSFS SC based out of Prince George and the RSC have primarily been providing service to Urban Indigenous population. They received many referrals and requests for service in this past year. This reflects the large number of off-reserve requests being submitted by CSFS SCs. We also assisted those from member nations residing in other urban centres throughout BC.

Jordan's Principle is a Canadian Human Rights Tribunal ruling and CSFS employs service coordinators to assist families in navigating the application process. The processes in which the applications are adjudicated are not under CSFS control; that control remains with Indigenous Services Canada.



Jordan's Principle Support Workers Holly Makow(left) and Cindy Ashe at the 2024 WFN Culture Camp



This past year was all about engagement and planning the final details of the Foundry Burns Lake build. October 6, 2023 marked the start of construction for the long-anticipated Foundry youth and wellness centre in Burns Lake. A ground-breaking ceremony was held to begin the construction phase in a good way. Three rounds of engagement with the community and youth were held to ensure young people resonated with the building shape and layout, function and design, and finally furnishings, style, and decor. Over 200 youth provided their input on flooring, paint, furniture, and textiles which will be incorporated into the new Foundry Centre scheduled to open in the Spring of 2025.

We reached 95% of our fundraising goal, and we would not be where we are today without support from our generous donors and contributors including the Province of British Columbia, Indigenous Service Canada, Rio Tinto Alcan Inc, Northern Development Initiative Trust, Burns Lake Community Forest, Bulkley Valley Credit Union, and Nechako-Kitimaat Development Fund.

Foundry Burns Lake is for all youth ages 12 - 24. Our centre will have a CSFS Youth Services drop-in centre, and beautiful indoor and outdoor spaces for young people to gather, recreate, and connect with health and social service supports.

Other highlights from the year included collaborating with CSFS departments and hosting various community events for youth. On June 10, 2023 a soccer camp was hosted at Lakes District Secondary School where Morgan Holyk and Brityn Hinsche from the UNBC Timberwolves Women's Soccer Team led 36 youth in various drills and activities. Later in the summer, we co-hosted a Back-to-School event at Margaret Patrick Memorial Hall where over 50 youth were provided access to school supplies, haircuts, braids, nail art and an opportunity to reconnect with friends over lunch and games.

On February 9, Foundry teamed up with CSFS' new Health Promotion department and rented the Houston pool. Together we provided transit, lunch, and a fun day at the pool for more than 20 young people and their families. The purpose of these events is to encourage healthy active lifestyles and promote moving our bodies as one of the many ways we can take care of our health and wellness.



Foundry and CSFS Soccer Camp

Primary Care

This past year Primary Care saw an increase in speciality services being offered at various health clinics from psychiatry to cardiology. Primary Care continues to be offered through telehealth.

Nurse Practitioner, Physician and Medical Appointments	
In Person/Routine	10,379
Phone/Telehealth	4,441
Individual Clients	2,275

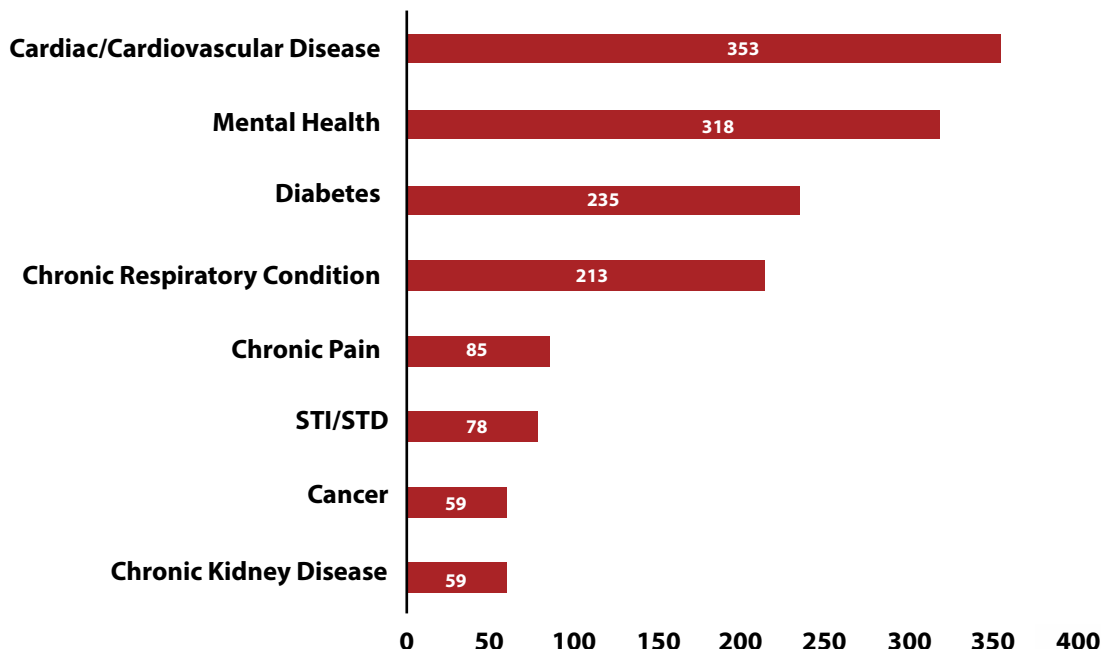
We also facilitated Integrated Care Teams (ICT) that met monthly. These teams include many of the above-mentioned service providers, plus a few other CSFS departments who do not fall under Primary Care. During these monthly meetings, teams completed care planning and took an integrated/interdisciplinary approach to coordinating services for clients who needed more support. In the past year, over 80 ICT

calls were hosted. During those calls, an average of 10 case planning discussions were had, meaning approximately 800 patients had improved health care delivery. The use of ICT in healthcare has led to better patient care and improved clinical outcomes.

In February 2024, a Director of Primary Health Care was hired to focus on recruitment of health providers, enhancing our electronic medical record data bases and ongoing community engagement to develop community-specific health plans based on mandated service and community need. The Director of Primary Health Care will continue to focus on Foundry Burns Lake and Vanderhoof.

Our teams continued to provide specialized health services to member Nations. The Indigenous Patient Liaison Worker improved access to health services for over 1,863 patients and their families. The HIV & Sexual Health program began planning for the development of a toolkit consisting of booklets, educational videos, and education sessions co-created with youth, Elders, persons with lived experience, and health care providers. The goal of the toolkit will be to provide early prevention education to young people. Future plans include self-testing being established as a component of the program as we aim to have kits available in the health centres in all member Nations.

Figure 6 – What We Are Seeing: Chronic Health Conditions





Community Mental Health

Last year, our member Nations faced significant challenges due to natural, accidental, and intentional self-harm actions. Those particularly affected were the Saik'uz, Wet'suwet'en, and Takla Nations. Our committed support and active engagement in both contemporary and Indigenous cultural practices played a crucial role in helping these communities navigate these challenging times.

The Nadleh community received the exclusive event, Strength and Solidarity for men. Five neighbouring community members also participated, received invaluable cultural knowledge and role model discussions, and promoted empowerment and confidence-building practices.

Additionally, in-house Nowh Guna' Carrier culture training equipped our staff with the base knowledge needed to effectively support individuals dealing with emotional turmoil. The team was well represented for Yekooche fire evacuees to support them in their grief in Prince George and assisted with the food hamper in the community. Staff also supported the Lejac Residential School gathering in Fort Fraser.

Culture forms the heart and soul of Indigenous peoples and communities. Embracing and honouring their values fosters strength, empowerment, and confidence among our people. Staff provided support to audiences at the Vanderhoof Theater during the screening of the movie "Bones of Fire."

The team was actively engaged in various cultural activities initiated by communities. Saik'uz, Nadleh, and Stellat'en organized and lead cultural events, with our staff supporting these initiatives by dedicating additional hours of participation. Similarly, our staff supported the Healing Fires in Prince George and other community gatherings, with staff helping Southside communities to receive soup and bannock regularly to honour cultural values of gathering and sharing love, care, and connection.

The team actively connected with households, spreading love and care through door-to-door visits in communities. This year, 99% of households in Saik'uz received a small bag of Valentine-themed gifts. Similarly, we launched a 'meet and greet' initiative in the Nadleh and Stellat'en communities, delivering gifts to every household. These efforts have been pivotal in fostering strong community bonds.

Additionally, Stellat'en benefited from six, six-week workshops on grief and loss, which garnered positive feedback and sparked interest in future sessions. We remained dedicated to strengthening the resilience of member Nations with ongoing grief and loss workshops in Wet'suwet'en.

Visits were conducted to all communities on various occasions to ensure effective program delivery and to identify any gaps. The program responded with crisis intervention strategies upon community request and provided support to Saik'uz, Wet'suwet'en, and Takla nations during times of crisis.

To deliver culturally competent and high-quality service, the program conducted training sessions on crisis intervention and stress management for band members and staff, ensuring readiness during urgent situations. External support was also arranged from Northern Health for training on mental health and addiction indicators and management strategies, and a facilitator from the Hospice Society provided additional training on grief and loss.

During the monthly clinical meetings, the program carried out team-building activities and presentations relevant to our work. A community clinician trained in Eye movement desensitization and reprocessing (EMDR) facilitated the 'flash technique' as a grounding tool for clients. Furthermore, specialized trauma-informed training rooted in Indigenous perspectives was integrated, enhancing our collective skills.



Child & Youth Mental Health Services

It was another busy year within the Child and Youth Mental Health (CYMH) program. We continued working alongside member Nations, coordinated services within CSFS programs, walked alongside community partners and engaged in Provincial initiatives.

We collaborated with Connexus Community Resources offering high school drop-in counselling in Vanderhoof, Fraser Lake and Fort St. James. This has been extended to include the summer months with drop-in available through community libraries.

Throughout the year, we worked on several collaborative initiatives including participation in multi-agency meetings with CSFS, CYMH and community partners, as well as in the Maples provincial planning discussions and Ministry of Mental Health & Addictions provincial sessions regarding the Indigenous Led Mental Health Crisis Response Engagement.

Our teams worked to bring mental health kits to community by participating in health fairs, culture camps, Annual General Assemblies, and community presentations such as the 'Trauma and Shame' presentation at the Strength and Solidarity event.

Enhancing clinical skills to build capacity remained a priority for the year. Formal training sessions were provided to team members on various topics including (but not limited to) suicide prevention and response, motivational interviewing, grief and loss, fetal alcohol spectrum disorder, trauma-informed care, and behavioral therapy.

One of our overarching goals during the year was to add additional therapy options with a cultural foundation and a nature-based connection, providing more ways to increase caregiver engagement in the therapeutic process. We completed the 'Atsoo Program Manual and celebrated the official launch alongside the 'Atsoos and the CYMH team in the fall. We also continued to provide the Mental Health Outdoors group for youth ages 13 - 18 in Burns Lake.

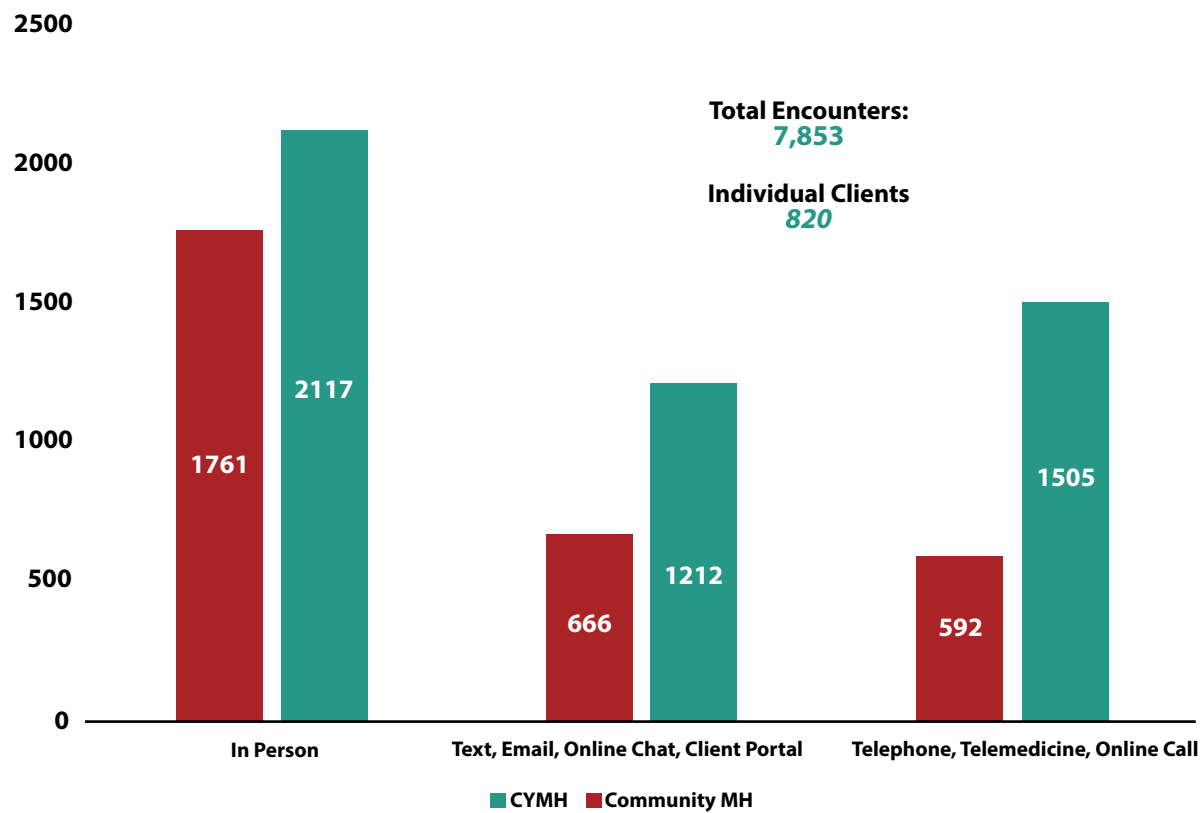
We enhanced virtual therapy opportunities to increase access to services by adding two part-time virtual clinicians to the team. These virtual services have reduced waiting times for youth and caregivers able to access this option. We also added a new Caregiver Emotion-Coaching Group for caregivers of children 12 and under. Plans were also made to allow caregivers to access this group virtually from CSFS CYMH offices if laptops were needed. We hope to offer this virtual service more broadly in the coming years.



Child & Youth Mental Health Services prepping packages



Figure 7 – Mental Health Visits by Method of Contact



Community BBQ hosted by Mental Health Services Team



Mental Wellness Support Services

Mental Wellness Support Services continued to provide critical mental health services and programs including 'Atsoo, Community Development, Indian Residential School (IRS) Support, Nanki Nezulne (Our Two Spirits) 2SLGBTQ+ Health and Wellness Services, Sexual Violence Survivor Support, and Wellness.

The 'Atsoo (grandmother) program connected youth and families with an 'Atsoo for knowledge, guidance and to foster cultural learning. Over the year, the program received requests for 'Atsoos to work with Walk Tall programs over the summer months and plans are in place to grow the team by hiring an 'Atsoo Coordinator.

We supported member Nations with applications for compensation regarding the Day Schools and First Nations Drinking Water settlements, and this work led by our IRS Support Worker will continue into the next fiscal year.

Our 2SLGBTQ+ Mental Health Clinician hosted regular counselling sessions with clients and assessments, as well as planned an in-person workshop in the spring in

collaboration with fellow adult clinicians. To improve our own service delivery to communities, an internal 2SLGBTQ+ Working Group was hosted throughout the year to engage different departments in inclusivity work.

The Sexual Violence Survivor and Support program (SVSSP) performed door-to-door visits in Nadleh Whut'en and Saik'uz during the year. The program further supported community events such as the Strength and Solidarity Men's Forum March, the Healing Fires in Prince George, and several marches for MMIW.

Our Wellness Workers had a busy year providing prevention, intervention, follow-up and aftercare for community members in need. The program collaborated with other CSFS departments to ensure client success before and after treatment. Our Wellness Workers continued to meet monthly to keep each other updated on what works in the community, barriers they may be facing, and to support one another with ideas on how to overcome them.



Strength in Solidarity Program





Health Promotion and Physical Activity

The Health Promotion and Physical Activity (HPPA) department continued to support active and healthy lifestyles through building capacity for movement, recreation and sport for all ages.

Over the year, we met with every community to determine their physical activity priorities. Through in-community programming we continued to promote healthy movement as part of everyday pursuits in the lives of CSFS community members.

Program priority is given to land-based traditional activities, such as: hunting, fishing, trapping, berry picking, and medicine harvesting. Staff had opportunities to learn and experience the culture of each community, and this strengthened our service delivery and practice.

The team met regularly with Nations to ensure services are meeting community goals. Oftentimes, communities took the lead and the HPPA team provided resources to support their program. Some events our teams supported included Stellat'en Sports Days, Ts'il Kaz Koh Cooking Program, and Nee Tahi Buhn Cultural Days.

We incorporated the five R's of restorative approaches – relationship, respect, responsibility, repair, integration – into program design. One of HPPA's main goals during the year was to reduce barriers to accessing services. With our recreation programs, we provided transportation to and from programming when activities were outside of community, such as the Vanderhoof Learn to Skate program.

HPPA will continue to collaborate with Nations to ensure cultural and high-quality service delivery. Plans include hiring an Occupational Therapist and a Dietician and expanding rehabilitation and therapeutic services.



Health Promotion and Physical Activity Development Hockey Camp



Quality & Innovation

The Quality and Innovation team continued to support the organization in achieving its current strategic mandate, Measuring Our Way Forward. As we work towards gaining a better understanding of how programs measure and track their performance, we are closer to establishing indicators for child and family health and wellbeing. Building off the national initiative, Measuring to Thrive led by the Institute of Fiscal Studies and Democracy, we can work with collaborators across Canada to better understand what indicators show we are truly meeting needs of the people we serve and improving their outcomes.

Over the past year we focused on supporting programs to understand how they are being effective for the people utilizing their services and began to undertake a comprehensive evaluation of our Child and Family Programs. The evaluation is being undertaken by Ferrence and Co, and it is expected to be completed early 2025. As well, we completed an evaluation of the Addictions Recovery Program to inform its future operational expansion that will soon be offered at the Tachick Lake Healing Centre.

To support efforts in ensuring our service delivery and supports are meeting the needs of the Nations we serve, we partnered with the Community Development Institute at the University of Northern BC to work with each member Nation to better understand their capital and operational needs for children and families. This work will enhance our service delivery planning and resource allocations. We have updated and enhanced organizational capacity to undertake and support research activities at CSFS. Building off the foundational work developed by Dr. Holyk, our team has reviewed and updated our research policies and protocols. These can be reviewed on our website here: <https://www.csfs.org/research/overview>. We have updated our research ethics and review process, and developed an online application portal hoping to offer internal and external researchers a smoother and more efficient application experience. Additionally, we are close to completing a research renewal process to provide researchers with a comprehensive and well-rounded experience.



Q&I Team (L to R) : Back row: Janet Ocloo, Policy Advisor, Autumn Vankoughnett, Accreditation Lead, Jana Percival, Planning and Research Coordinator, Rachael Wells, Director of Quality and Innovation, Maryam Adesunkanmi, Research Associate, Janna Olynick, Data Analyst, Georgia Betkus, Evaluation Lead (Front row) Elizabeth Van Roode, Program Assistant, Aniko Martin, Standards and Indicators Coordinator.





Mabel Louie
Associate Executive
Director of Child & Family
Jurisdiction

Jurisdiction

A primary focus for Jurisdiction this reporting period continued to be engaging communities, leadership, staff and field experts to draft the substantive law components of the Carrier Sekani Well-Being Act and define the scope of service delivery pursuant to exercising full authority and associated quality assurance standards.

Creating avenues for participation and highlighting the voices of children and youth was another focus for our team. This work included the creation of a child and youth plain language definition guide and plans for a joint Matriarchs and Youth Voices focus group in the summer of 2024 in collaboration with Youth Services and the Youth Advisory Committee (YAC).

Meetings with Chiefs and Councils to discuss best approaches for engaging community members on jurisdiction processes began in 2024 with Stellat'en, Nee Tahi Buhn and Takla. A workbook was developed to complement engagements by providing information on the C-92 federal framework and an overview of proposed governance structures, as well as creating an opportunity for Nations to provide their perspectives on their unique community needs. This work will continue into the next fiscal year.

Grounding the work in the voices of community continued to be pivotal to fulfilling Jurisdiction's mandate. May 2023 saw both the third Matriarch's Voices (May 29 - 30) and the first Men's Focus Group (May 10 - 12) hosted in Prince George. These engagements provided the team with opportunities to listen to the knowledge, perspectives, and expertise of key Carrier and Sekani knowledge holders – information that will be themed and translated into accessible data.

The thematic data analysis of feedback from community, leadership, staff, and partners continued throughout the year. The team sorted and themed data collected from historical and ongoing sources and engagements. This material will support the Community Needs Assessments being completed in partnership with Quality & Innovation and the Centre for Community Development at the University of Northern British Columbia.



The Jurisdiction team also continued work on supporting the development of the CSFS Legal Department (CSLD) and the Child Safety Department by identifying program mandates, values and activities to establish the comprehensive workplan and to finalize the CSLD Guiding Document. We worked closely with the Director of Child Safety on the development of delegation transition workplans.

An important aspect of Jurisdiction's mandate is to ensure community is included throughout developmental processes, and that information retrieved as data is brought back to the communities. On May 29, 2023, we were honoured to host a viewing circle for "So has nees yeh" (the right to be raised in a good way), a documentary spearheaded by the Jurisdiction team that weaves together traditional wisdom shared by Carrier and Sekani Knowledge Holders and Hereditary Chiefs. Approximately 45 youth, Elders, and family members gathered to reflect on the stories and teachings shared. The documentary was later screened internally at an all-staff webinar on June 14 and featured by the First Peoples' Cultural Council (the Braided Knowledge grant funder) on their social media platforms for Indigenous Peoples Day.

Jurisdiction focused on initiating various communication strategies to increase awareness of processes and progress. The "Kahe dee'zeelhe – Our Journey" section was launched in the Goozih Dust'lus newsletter in May 2023 with the purpose of bringing stories from Jurisdiction to Nations. A series of webpages were also published on the main CSFS website in March 2024 to further increase awareness of Jurisdiction and highlight Nations' ownership of the journey.

Mabel Louie

CSFS Associate Director of Child and Family Jurisdiction



Mabel Louie sharing at the Cheslatta Chief and Council Engagement



Child Safety

The Child Safety Team (CST) continues the transformative process of developing a skilled team of helpers to address child safety worries. The CST works closely with community leadership, matriarchs, youth, and Designated Representatives to develop a holistic response focused on the well-being of children, families, clans, and community. A strong collaborative approach to child safety will remain on front-loading prevention supports in community as this will be necessary in building community well-being.

The CST also participated in developing policy, law, and practices reflective of the values of member Nations. This developmental work aims to ensure the inherent law is upheld for future-state decision making for child safety matters.

Over the year, we provided technical training for a network of Designated Band Representatives and Nation-based helpers. This training occurred quarterly with a monthly check-in. This training builds skills and broadens understanding of the relevant sections of the legislation, rules and regulations. The Designated Band Representative Training is supported by Matriarchs and Knowledge Keepers to have the training rooted in traditional decision making and wisdom.

Our staff received Nowh Guna' and mediation training. Staff are encouraged to participate and support community engagement with the Jurisdiction

Team. This year the CST participated in community engagements, health fairs, Matriarchs Voices meetings, and clan house engagements.

We are actively and responsively decolonizing language in relation to child safety terminology, using traditional words to describe best practice and approaches to supporting holistic wellbeing. Our team also completed their training with Indigenous Perspectives C6 – Child Safety Training, which complements and supports the principles of “practicing differently”. The training is rooted in cultural knowledge focusing on technical and practical knowledge needed to ensure that children are kept safe while connected always to family, clan, and community. The CST began their Field Guide Training in August 2024, and two staff have completed their field guides. The goal is to onboard an additional five staff in the next year, with their full training to be completed by July 2025.

As per Board Resolution, CST started the Provincial C6 Delegation expansion process in April 2024. This process takes 12 - 18 months for completion.

The CST is looking at multiple methods rooted in traditional practices, assessment and other methodologies that reflect CSFS values. These practices will ensure that we deliver innovative and high-quality child safety services.



Matriach Marilyn Vickers with Designated Representatives and CSFS Staff





Matthew Summerskill

Executive Director, Community Nursing Services & Mobile Diabetes Telemedicine Clinic

Prevention continued to be at the heart of the Mobile Diabetes Clinic's (MDTC) work. This year, the mobile diabetes clinic continued to support nation re-building by playing a pivotal role in helping people living with diabetes lower risk factors linked to poor health outcomes. These include lowering A1c targets (three-month blood sugars), increasing pathways to better medications, and encouraging more active ways of living. Client contacts also increased, and importantly, so too did home visits which fostered stronger relationships rooted in trust.

The MDTC values holistic health care approaches, and the various settings where health care can occur. First Nations team members were provided opportunities to learn their first language. The MDTC continues to evolve its ways so that time is embedded within programming to allow for better understanding and knowledge of the people we serve (home visits, sports tournaments, road shows, and other more informal settings). This allows us to become more closely attuned and responsive to more holistic factors contributing to health. Ultimately, fostering these values promotes an environment where clients feel comfortable and safe.

The MDTC continued to prioritize diversity. Our team took on a social work student and continued to broaden how care is delivered through various skillsets spanning nursing, pharmacy, social work, and dietetics. This increased breadth allowed for an expansion of the services offered. Practice is guided

by increasing growth and development as team members attain advanced certifications, and others have broadened their skillsets in different ways. The electronic medical record continues to be a valuable tool in targeting and documenting care where it's needed most. With approximately 70 communities, our ability to prioritize clients based on risk and need is invaluable.

The MDTC expanded its funding partnerships beyond a single partner (FNHA) to better meet the needs of communities. Innovation continues to be exemplified by offering our clients innovative devices as soon as they become available. We know these devices have a profound impact on disease prevention (e.g., continuous glucose monitoring) and in helping people make informed choices about their health. This past year we surpassed the year prior in linking people to diabetes health technology and remaining in repeat contact with our clients. The year's high client-encounter numbers were driven by strong relationships.

Stats for 2023/2024

Overall Encounters for Year

6,602

Virtual

4,883





Julie Daum

Executive Director of Justice

Hadih,

It has been another amazing and full year, I continue to learn and grow every day and I want to thank all my colleagues for all their good work and your assistance, collaboration and cooperation.

I continue to collaborate with my colleagues in Jurisdiction, Child Safety and Legal Services in our journey to Jurisdiction. I continue to be amazed and grateful at my colleagues for their dedication, knowledge and willingness to work together to this shared goal. This past year has been full of challenges and learning and an opportunity to re-organize and re-energize the team.

I am proud to report that in collaboration with Mediate BC, we developed and delivered the Foundations of Collaborative Practice in June. By all accounts it was a success with participants, which included community members as well as CSFS staff. There are plans for more training for both community members and staff. We have continued to adjust our practices in order to meet the needs of families and communities. We began our summer with an intensive examination of the program in order to transform the model from the MCFD imposed processes to one based on our cultures, our values and our principles.

The Calls for Justice team have continued to be the “small but mighty” team that works to implement the Calls to Action and the Highway of Tears Symposium recommendations. In addition to the projects, the team supports community events, always attending and ensuring that families who have been affected by violence who are in the court process have the resources and support they need. I want to acknowledge and thank the members of the internal advisory committee consisting of Indigenous staff member from each department who advise and guide the team.

The Child & Youth Advocacy Centre project was put on pause as we made some changes in staffing. Please look for those developments in the near future.

Mussi,

Julie Daum
CSFS Executive Director of Justice



Collaborative Practices

The Collaborative Practice and Traditional Decision-Making Programs worked side-by-side to enhance the conflict resolution process available to member Nations. Through these combined efforts, the programs worked to ensure cultural heritage could be honoured and boost collaborative effectiveness and sustainability.

These unique decision-making platforms allowed for the focus to remain on keeping children connected to their families, community, and culture. The Collaborative Practice Program provided neutral facilitation that promoted teamwork, communication, and shared responsibility among stakeholders. By leveraging strengths and fostering mutual respect, our programs enhanced nation re-building through interprofessional collaboration, shared decision-making, and efficient resource use.

The Collaborative Practice and Traditional Decision-Making Program's shared goal is to empower Carrier and Sekani families, ensuring their well-being through self-determination and culturally integrated collaborative practices. The programs supported Nation rebuilding and readiness for jurisdiction by providing member Nations and CSFS staff with opportunities to attend collaborative practice training and access documentation needed to become leaders in navigating conflicts.

The Collaborative Practice and Traditional Decision-Making Program worked to enhance outcomes by embedding the value of "Culture is our Foundation"

into service delivery. Some examples of how the team strengthened cultural values include facilitators receiving Nowh Guna' training, collaboration with community members and cultural advisors, and adapting different communication styles that include oral traditions and community gatherings. In the future, the teams are planning to invest in professional development for Collaborative Practice facilitators such as introductory and advanced mediation training.

Through intersecting the traditional decision-making processes and collaborative practices, the blend of traditional and modern approaches benefits conflict resolution by providing cultural insights and contemporary expertise. The mutual emphasis on consensus building helps to foster sustainable agreements and long-term relationship building. This collaboration allows for traditional wisdom into innovative solutions and strategies that address present-day issues effectively.

Over the course of the year, strategic planning for the Collaborative Practice Program further integrated traditional decision-making models. Within this integration, CSFS will deliver innovative and high-quality conflict resolution services that are culturally responsive, collaborative, and supportive of community well-being.



Collaborative Practice Team



Calls for Justice

The Calls for Justice Program focused on two different avenues to better support member Nations including both Special Projects and Calls for Justice-specific projects.

We completed a research project in partnership with the University of Northern British Columbia aimed at building our organizational capacity to reduce incidences of violence towards Indigenous women along Highway 16. This report featured recommendations that came directly from community members who participated in focus groups.

We worked alongside Indigenous filmmakers, voices, and creators from across the country to support Indigenous people in sharing their stories in a trauma-informed and culturally sensitive way. The media project included a social media campaign of approximately nine short vignettes and photo stills that highlight stories of hope and strength from Indigenous women across the country.

Over the course of the year, we had the pleasure of partnering with Nations to develop billboards along Highway 16 raising awareness of our collective strength to make Highway 16 safe. This signage project will lead us into our next fiscal to address further awareness and safety information gaps that exist along Highway 16.

We continued to develop and connect with partners around the province and the country. Our main focuses were Destiny's Project to prevent and address gender-based violence, the Pillars of Hope and Strength, and a Tech Facilitated Gender Based Violence working group.

This past year we partnered with the University of Victoria to complete a literature review to identify where CSFS is doing well, and where we can strengthen services. We began the ethics review to ensure research is collected in a culturally safe way, and to also maintain the ownership of information collected through focus groups in CSFS communities.

The Calls for Justice team met with both mayors of Prince George and Prince Rupert to advance the Pillars

of Hope projects. Both Mayor Simon Yu and Mayor Herb declared their commitment for the project, with Mayor Yu approving land for the Pillar of Hope in Cottonwood Park. Our team then met with the community of Lax Kw'alaams, who confirmed their support at a meeting where the Pillar of Strength will rest in Prince Rupert.

The Tech-facilitated Gender Based Violence (TFGBV) working group was a project done in collaboration with Women's Shelter Canada to identify and develop/add to existing Tech Safety resources. This partnership worked to provide frontline workers with tools to assist Indigenous women, girls, and 2SLGBTQIA+ people living in northern and rural communities.

The Calls for Justice program assisted in the planning and coordination the Women's Memorial March in Prince George, Red Dress Day celebrations in Nadleah and Saik'uz, the Ramona Wilson Memorial Walk in Smithers, Cameron and Charity's Steps Across Canada, and Clarence Abrahams MMIP walk from Takla to Burns Lake.

We also hosted a billboard unveiling alongside Nadleah. This event brought supporters together to celebrate the raising of two new billboards along Highway 16.





Marlaena Mann
Executive Director of
Communications &
Technology

Communications

External Communications

The Communications team supported our Human Resources Department in developing and launching our recruitment strategy. The strategy has been highly successful. Since the launch of the “Practice Differently” campaign in September 2023, awareness about careers with CSFS has significantly increased. Prior to the campaign, the careers page averaged 670 monthly visitors. From September 2023 to May 2024, the “Practice Differently” landing page saw an average of 895 new users each month—a 33% increase. Staff referrals also performed strongly, with 30 referrals in the first half of 2024.

Communications provides a variety of core functions to support CSFS programs, including managing our website at www.csfs.org and our social media accounts on Facebook, Twitter, Instagram, LinkedIn, and YouTube. We share information through various channels, including our popular ****Goozih Dust’lus**** newsletter, which is published six times per year and distributed via email or mail to anyone from member Nations who wishes to receive it.

We assist programs with communications planning, messaging, campaign development, media management, and brand management. Additionally, we provide training and best practices in communications research. Our Government Relations activities have focused on sharing funding and initiative announcements, hosting, promoting, and supporting ministerial and political events at multiple levels.

A new campaign, “Healing Hands of CSFS,” is in the process of being launched. In the fall of 2023, we conducted a survey to gather community feedback on their perceptions of our organization and their awareness of our services. From the 700 responses received, it became clear that we need to improve how we inform Nations about available services and how they can access them. Based on these insights, we created Impact Reports that summarize the survey findings for each community and outline the available services. Each Impact Report is tailored to reflect the specific responses from each community, providing valuable insights and information. These Impact Reports will soon be accessible on our website, and physical copies will be delivered directly to community members’ homes.



Our commitment to supporting community innovation and excellence is exemplified through our Communications Community of Practice. This community of practice consists of communications professionals from CSFS member nations who share best practices and collaborate on finding solutions to address each community's communications needs. In July 2024, CSFS provided training on crisis communications, and a mini-conference is being planned in collaboration with the Northern Lights Canadian Public Relations Society.

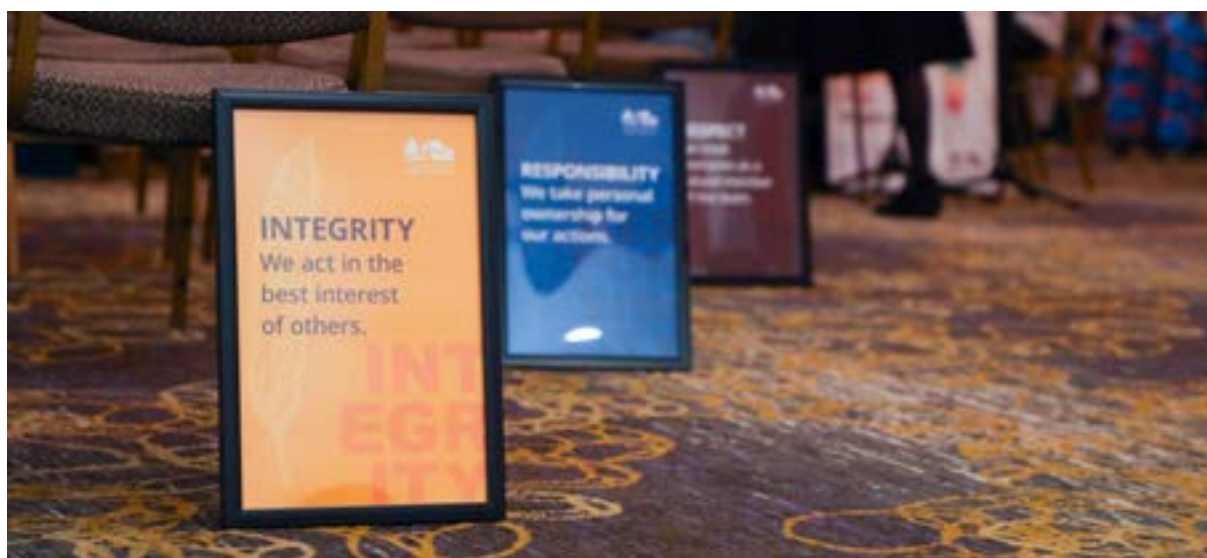
Internal Communications

Over the past two years, we have worked diligently to improve internal communications. In 2022, we conducted an internal communications survey and have since hosted quarterly all-staff Zoom meetings where executives share updates with staff. We also launched a Staff Newsletter, which has been well-received by CSFS employees. Our ****Sus Yah**** intranet site, which was launched in 2023, continues to see increased engagement, with usage rising to 76% from 64% last year.

Last year, we collaborated with the Human Resources Department to roll out a Values Communications Campaign to accompany the launch of the updated Respectful Workplace Policy. The purpose of the policy and internal campaign is to encourage staff to exemplify Carrier values in their conduct at work and in their relationships with one another. The campaign was launched at an all-staff teaching feast and includes video interviews with respected knowledge holders sharing tips on living out the values, as well as posters, screensavers, and team training. Each team also developed charters to measure how well they align with the values. Additionally, we introduced the "Snachayila" Staff Recognition Program, where staff can nominate colleagues for exemplifying these values in their work. This has become one of the most visited pages on the CSFS intranet.

Goals for 2024 / 2025

Over the next year the Communications program will continue to support the organization to reach its goals. We will be providing ongoing support to strategic initiatives such as the Jurisdiction project, numerous capital building projects, and ongoing campaigns around recruitment and retention, as well as the Healing Hands of CSFS campaign. Internally we will be providing media training to staff and executives to support streamlining the media process. As part of the office 365 migration with the Information Technology program, we will be working closely to support staff to transition to this new technology to help streamline our work.



Information Technology

As part of our jurisdiction readiness planning, the Information Technology (IT) team engaged an external consultant last year to review our IT systems and resources. The consultant's recommendations have since been incorporated into our operational plan. A key milestone was the hiring of a new IT Director, who brings the expertise needed to guide us in adopting the latest technology to support the vital work we do at CSFS. Additionally, we have expanded our team by hiring an extra help desk staff member, with plans to recruit several more positions in the coming year. These additional personnel are essential to support the rapid growth we've experienced over the past few years and to ensure that we are well-prepared for future expansion.

Following the external program review, we have taken significant steps to standardize workflows within the IT help desk and team. Standard Operating Procedures (SOPs) have been developed for several critical tasks, ensuring that best practices are consistently applied by all IT team members.

A strong disaster recovery plan has been a key objective in our operational strategy. Over the past year, we implemented a robust backup and disaster recovery plan using a platform called Veeam. We adhere to the 3-2-1 backup rule, a simple yet effective strategy to safeguard our data: three copies of our data are kept on two different storage mediums, with one copy stored off-site.

Office 365 Migration

With the ongoing threat of cybersecurity crime, CSFS has enhanced our security posture across all areas. We have now standardized multi-factor authentication across all platforms used by the organization. Mandatory security assessment training continues to be provided to all employees, recognizing that most security incidents begin with a single click from a staff member. To mitigate this risk, we utilize KnowBe4, a subscription-based training platform, which also offers a few free tools available on their website under 'Free Cybersecurity Tools.'

Goals for 2024 / 2025

Looking ahead to 2024/2025, the IT team will be implementing a new help desk system and print management system, as outlined in our operational plan. We will continue migrating the remaining staff and our intranet site to Office 365, creating a more seamless technology ecosystem that offers enhanced collaboration tools and reduces the number of platforms staff need to navigate. We will also operationalize our data governance strategy within Office 365. Finally, we will focus on structuring the IT team to meet the organization's evolving technology needs, ensuring we are aligned with our audit findings and emerging requirements.



Privacy

The CSFS Privacy Office is expanding this year to employ a full-time privacy officer. The privacy officer will continue the important work alongside program designates to ensure privacy protection is built into every major function of operations involving the use of personal information. The officer will be responsible for ensuring systems are in place to protect privacy, and also for investigating and reporting on all suspected breaches of privacy. At CSFS, only those supporting or directly providing care have access to a community members personal information.

All CSFS Clients have the right to:

- Confidentiality
- Ensure your personal information held and protected by CSFS is accurate
- Understand who has access to your personal information and for what purpose
- Understand how your information has been used
- Understand how and when your personal information is shared

If you have any concerns regarding the privacy or handling of your personal information, please report it! CSFS staff are here to support you with any questions that you have. Inquires around privacy or privacy breeches can be made to privacy@csfs.org or by contacting the CSFS Privacy Officer at 250-562-3591.



Ground Breaking Ceremony of Foundry Burns Lake





Kyle Parker
Chief Director of
Legal Services

The CSFS legal services department continued to grow and integrate its services throughout our organization, member Nations and their respective communities. We recently welcomed our newest team member, Naomi Findlay of Lake Babine Nation, as our department Paraprofessional. She brings with her many years of legal experience, including her most recent role as a Senior Legal Analyst/Office Manager with Prince George's Crown Council office. We look forward to Naomi sharing her extensive knowledge and experience.

As anticipated, the Legal department's services were diverse over its inaugural eight months. Services ranged from inter-departmental consultations to social advocacy. We were honoured to share space with and facilitate public support for Lily - Speed Namox and her mother during the obstruction of justice trial for two local RCMP officers in relation to the 2017 in-custody fatality of Dale Culver, Lily's father. The performance of the Women's Warrior Song in the Prince George Courthouse foyer and the guilty verdict for one of the accused officers were particularly empowering for those attending in support of Lily and her mother.

The Legal department continued to collaborate with the Jurisdiction team on developing legislation and policy aimed at reclaiming responsibility for child and family services. Considerable effort was made to ensure our work is guided by culture and traditional government principles. We engaged numerous Knowledge Holders and community representatives who generously shared their experiences and wisdom. We eagerly anticipate future engagements with communities and their members as they continue to inspire and shepherd us over this incredible journey.

We were involved in numerous projects intended to support member Nations' community members. Information involving Wills and Estate Planning and Family Law was compiled and prepared for distribution, and we look forward to bringing this work to the community in the future. We also collaborated with organizations, such as the BC First Nations Justice Council, who reached out to communities across the province to provide a diversity of support services. It was remarkable to observe the relationships being forged between First Nations across Canada and a rapidly expanding network of supporters promoting First Nations' autonomy.

Our Legal team is both honoured and grateful to CSFS and member Nations for the opportunity to support CSFS' mandate to establish comprehensive infrastructure and reassert authority for social, health and legal programs. We will continue guiding our efforts with humility, diligence, and the collective wisdom of our collaborators to ensure we conduct ourselves in an effective way for the betterment of the communities we serve.





Jason Morgan

Executive Director of Housing, Capital & Infrastructure

The Canadian Human Rights Tribunal's (CHRT) Capital Directive 41 (CD-41) is a significant directive aimed at addressing the disparities in funding for child welfare services provided to First Nations children compared to non-Indigenous children in Canada. This annual report explores the historical context, key developments, reasons for its issuance, and the subsequent legal and policy arguments surrounding CD-41.

Historical Background

For decades, First Nations child welfare services have been underfunded compared to services provided to non-Indigenous children. This underfunding has led to significant disparities in the quality and accessibility of services available to First Nations children living on reserves. In 2007, the Assembly of First Nations (AFN) and the First Nations Child and Family Caring Society (FNCFCs) filed a complaint with the Canadian Human Rights Commission. They argued that the Canadian government's funding model for child welfare services was discriminatory and violated the Canadian Human Rights Act. The Canadian Human Rights Tribunal initially dismissed the complaint in 2011, claiming it lacked jurisdiction. However, this decision was overturned by the Federal Court in 2012, leading to a comprehensive hearing on the merits of the case. On January 26, 2016, the CHRT ruled that the Canadian government's funding practices for First Nations child welfare services were discriminatory. The Tribunal found that the First Nations Child and Family Services Program (FNCFS), managed by Indigenous and Northern Affairs Canada (INAC), perpetuated inequities by providing insufficient funding compared to services available to non-Indigenous children. Following the ruling, the CHRT issued multiple compliance orders to ensure the government took concrete steps to eliminate discriminatory practices and adequately fund First Nations child welfare services.

The Issuance of Capital Directive 41

Issued in 2019, CD-41 specifically addresses the need for equitable capital funding for child welfare services infrastructure on reserves. The directive aims to rectify the historical underfunding and ensure First Nations child welfare agencies have adequate facilities to provide effective services. The directive mandates that the federal government provide equitable capital funding based on actual needs rather than capped budgets. This funding should enable First Nations agencies to operate facilities that meet health, safety, and operational standards equivalent to those off-reserve. CD-41 emphasizes a need-based funding approach, that is, funding should be responsive to the specific needs of each community, considering factors such as population size, geographic location, and existing infrastructure conditions.



Reasons for Issuance

The AFN and FNCFCS, along with other Indigenous organizations, argued that the lack of adequate funding and resources constituted a violation of First Nations children's rights to equality and non-discrimination under the Canadian Human Rights Act. Other studies and reports presented to the CHRT also demonstrated that the funding disparities resulted in adverse outcomes for First Nations children, including higher rates of foster care placements and poorer health and education outcomes. Evidence presented to the CHRT highlighted systemic discrimination, where First Nations children were disproportionately placed in foster care due to inadequate support services and facilities on reserves. The chronic underfunding of capital projects resulted in many First Nations child welfare agencies operating out of substandard facilities, hindering their ability to provide necessary services effectively. CD-41 aims to ensure that First Nations children receive services that are at least equal to those provided to non-Indigenous children, promoting fairness and compliance with the Canadian Human Rights Act.

Government's Position and Response

The federal government initially resisted the CHRT's compliance orders, arguing that it had already made significant investments in child welfare services and was committed to addressing the issues raised. Following the 2016 ruling, the government took some steps to increase funding and improve services but faced criticism for not fully complying with the CHRT's orders. Under increasing pressure from the CHRT and advocacy groups, the government eventually committed to implementing the necessary reforms and providing the required funding to meet the directives, including those outlined in CD-41.

Implementing the CHRT Capital Directive 41

CHRT Capital Directive 41 is a pivotal step towards rectifying historical inequities in the funding and provision of child welfare services to First Nations children in Canada. Its issuance reflects a broader commitment to ensuring equitable treatment and addressing systemic discrimination. Continued vigilance and concerted efforts from the government, advocacy groups, and Indigenous communities are essential to ensure these directives lead to meaningful and lasting change.

CSFS' Strategic Response to CHRT Capital Directive 41

CSFS is at a pivotal moment in its journey to provide comprehensive housing, capital and infrastructure solutions across the agency and to provide advisory support to the 11 member Nations it serves to advance First Nations child and family services programming. By leveraging our strengths, addressing current challenges, and pursuing strategic growth opportunities, we aim to work collaboratively to realize the mission and vision of this great organization.

Our Mandate for Housing, Capital & Infrastructure

"Working collaboratively to provide forward-thinking, holistic, supports for housing, capital and infrastructure to meet CSFS' and community current and future needs."

Strategic Goals

1. **Advisory Support:** Provide advisory support to member Nations with the CHRT Capital Directive Order 41.
2. **Comprehensive Planning:** Establish a comprehensive planning process for asset management, infrastructure development, and housing development and maintenance.
3. **Strategic Alignment:** Ensure that all planning aligns with CSFS strategic goals.
4. **Balancing Needs:** Address immediate requirements while preparing for future demands.
5. **Asset Mapping:** For both CSFS and community infrastructure and buildings.



CSFS has recognized the critical need to expand its infrastructure capacities. Amidst rapid growth and evolving needs, CSFS sees the need to have a structured alignment to centralize services that would benefit the organization and provide advisory support to member Nations. The proposed infrastructure planning processes align with CSFS' strategic vision of building a sustainable infrastructure that supports long-term service delivery.

Our infrastructure needs include assessing current facilities and identifying gaps in capacity to meet future demands. CSFS must review technology integration that will support and implement advanced technological solutions for asset and space management. While we continue to see growth, strategic staffing requirements for the development of a plan of office and programming space requirements need to be projected. A key element is reviewing the current community needs assessments and ensuring that the voices of the communities are integral to the planning process. The implementation planning must outline a clear roadmap with actionable steps, KPIs, and review processes. CSFS is positioned to provide a vision of sustainable growth that respects and incorporates the cultural values and principles of the member Nations it serves.

Current CHRT and Special Projects

- 987 4th Avenue – Basement Renovations
- Purchase, renovate and update 301 George Street office
- Phase 2 of Tachick Lake – Cabins
- Purchase, renovate and update 960-966-5th Avenue office
- Renovate the former Burns Lake Courthouse
- Purchase, renovate and update the Fortis BC building office
- Centralize fleet management of 170 vehicles and building management
- Application to BC Housing for Youth and Family Social Housing
- Supporting member Nations on their individual CHRT applications and operational plans
- Collaborating with CSFS Quality & Innovation and Community Development Institute for Community Needs Assessment for capital and operational needs for child and family services

Future Projects

- Professional accommodations for child and family staff
- Implementation of the UNISON report for child and family programming space
- Initiating Jordan's Principle CHRT Capital Directive
- Feasibility study for Burns Lake Office complex



**Housing, Capital and infrastructure Team at Tachick Lake
Healing Centre Site**





Kayla McCallum

Acting Executive Director of Human Resources, Organizational Learning & Development

Human Resources (HR) continued to focus on developing organizational capacity and training opportunities for staff and the community. HR worked on several cross-department projects, including strategic workforce planning for the Tachick Lake Healing Centre aimed at ensuring readiness to meet the staffing requirements needed to provide vital detox and addiction treatment for communities.

Recruitment was a significant focus for HR throughout the year. 128 staff members were recruited through the Practice Differently campaign, and HR supported six Summer Jobs for Students applications. We also partnered with the Jurisdiction and Justice departments to recruit and hire legal professionals to work on jurisdiction and child and family issues on behalf of CSFS member Nations.

In addition to recruitment, HR supported staff and community members through a broad range of learning and development initiatives, including:

- Providing workshops on managerial and personnel skills with community employees
- Supporting Collaborative Practices for Facilitator Training funded by Mediate BC
- Planning for the Bachelor of Social Work and Indigenous Human Services Work programs through NVIT; developing an in-house, college readiness program
- Connecting Band Administration teams to LinkedIn Learning to assist in the development of effective administrative skills
- Developing training supports for community delegates and Band Designated Representatives
- Supporting community members in obtaining their driving licences.

We expanded leadership development initiatives this past year with the implementation of the Lhaghewh Usdilekh (We are Learning Together) Leadership Training series. Fifty-seven leaders attended at least one session and many attended multiple.

HR enhanced organizational efficiency by supporting the use of a Digital Action Tracking System (DATS) across the organization. This software works to ensure due diligence with staffing issues by housing organization policies, training, and certifications. Additionally, HR utilized grant funding to provide a full year of access to the LinkedIn Learning library and have now embedded this learning support into future budgets. The LinkedIn Learning hub provides free, online learning courses to staff and was also used to support the migration to Office 365 for the entire organization.

In support of CSFS's key value of culture being our foundation, HR worked with Knowledge Holders and staff to provide Nowh Guna' Carrier cultural training to all new employees and members of the public. A new project this reporting period was supporting the development of training and promotional materials for the Spirit Bear and Children Change the World display at Exploration Place in Prince George.





Chris Swan

Chief Financial Officer

I feel very blessed to have joined the Carrier Sekani team this year. My name is Chris Swan. My mother was Irene Swan-Lousier, formerly of Vanderhoof and my father is Vic Swan, formerly of Smithers. I am mom to Sydney and three dogs. My role at Carrier Sekani Family Services is Chief Financial Officer. I bring with me 30 years of corporate finance experience to help support the ongoing growth CSFS is experiencing.

The finance team has worked hard this past year to ensure all financial transactions were processed diligently and expediently. They have done this while demonstrating a commitment to maintain financial management while as an organization we continue to grow. I would like to take a moment to recognize the team for all their hard work during the year.

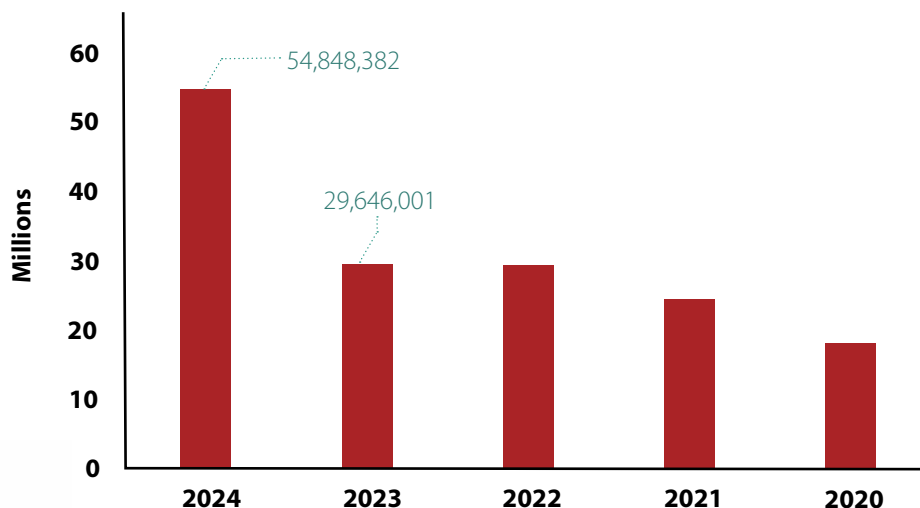
KPMG was engaged to complete our audit and we have received the opinion that the accompanying financial statements present fairly, in all material respects, the financial position of CSFS as at March 31, 2024.

A summary of our financial results for the year ending March 31, 2024 are as follows:

Assets

Assets grew from \$29.6M in 2023 to \$54.8M in 2024, largely due to the development of the Tachick Lake Healing Centre

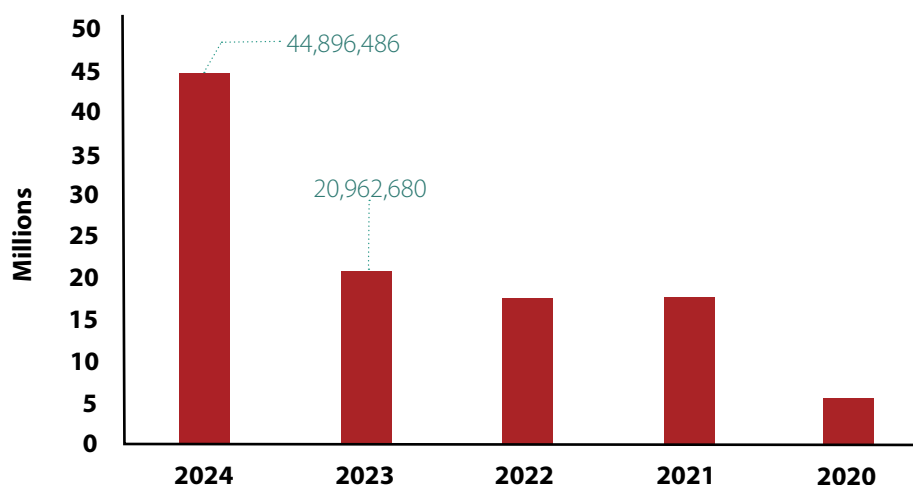
Figure 8 – Assets



Liabilities

Liabilities grew from \$21.0M in 2023 to \$44.9M in 2024. This growth occurred because we received funds in advance for the Tachick Lake Healing Centre, that will not be expensed until future periods.

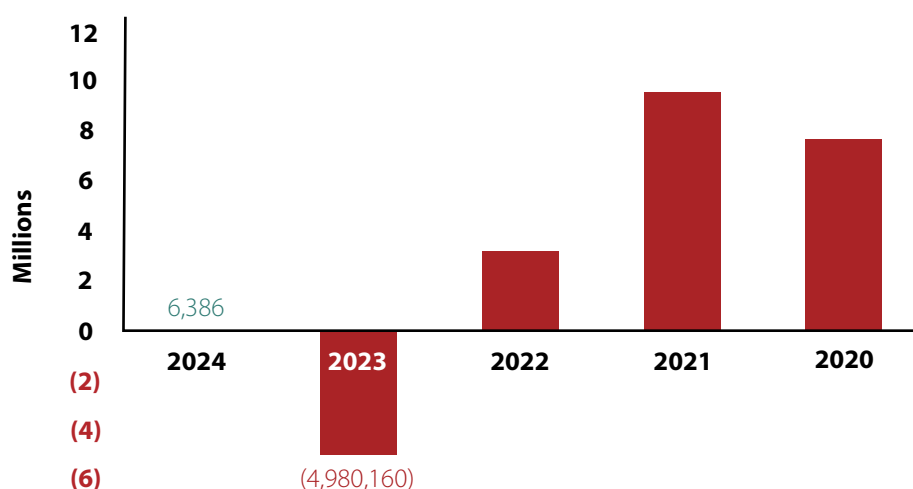
Figure 9 – Liabilities



Surplus / (Deficit)

We moved from a deficit of (\$5.0M) in 2023 to a surplus of \$6,000 in 2024. The deficit was reduced as we received confirmation of funding to cover prior year expenses from Indigenous Services Canada (ISC); however, we are still waiting on confirmation by ISC that they will reimburse additional expenses incurred in our operations this year as required under the CHRT ruling.

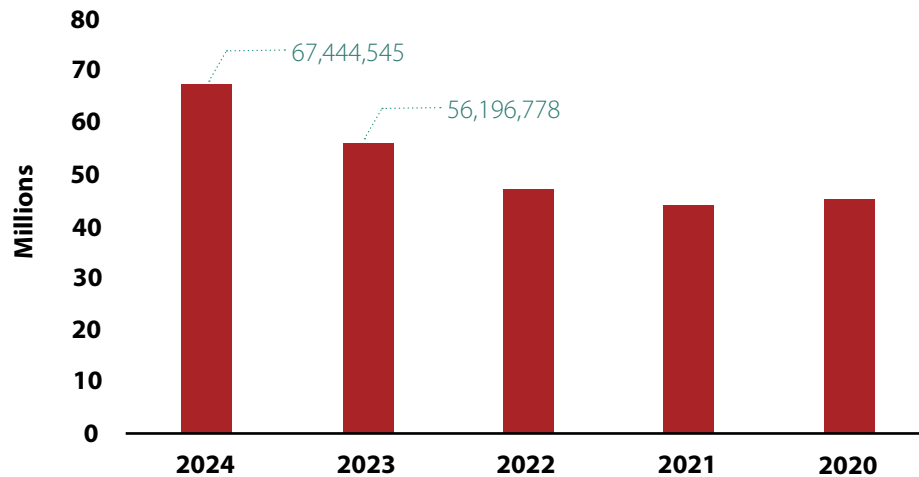
Figure 10 – Surplus/(Deficit)



Funding

The funding we received grew from \$56.2M in 2023 to \$67.4M in 2024. This growth in funding is being used to meet our mandate to provide culturally relevant wellness programs and supports throughout our communities.

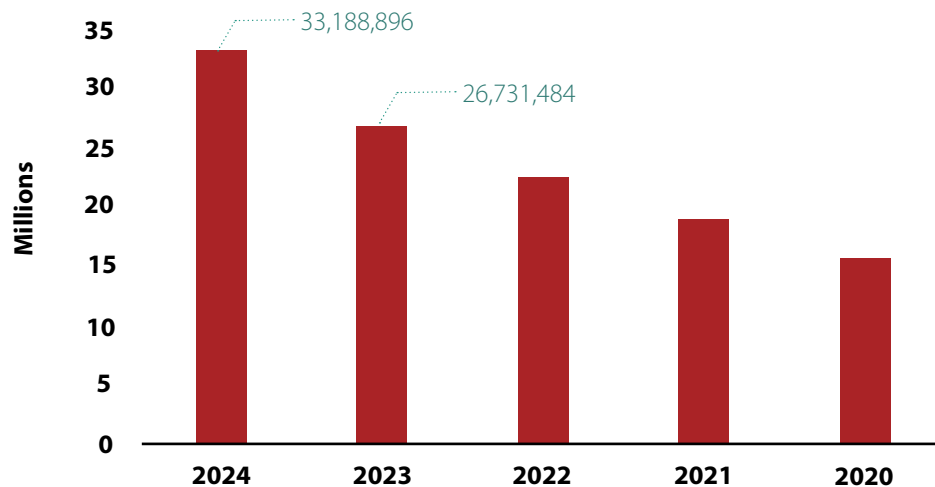
Figure 11 – Funding



Wages

Since we are service centric, our staff continues to grow so we can provide the services required to meet our goals. Wage expense grew from \$26.7M in 2023 to \$33.2M in 2024.

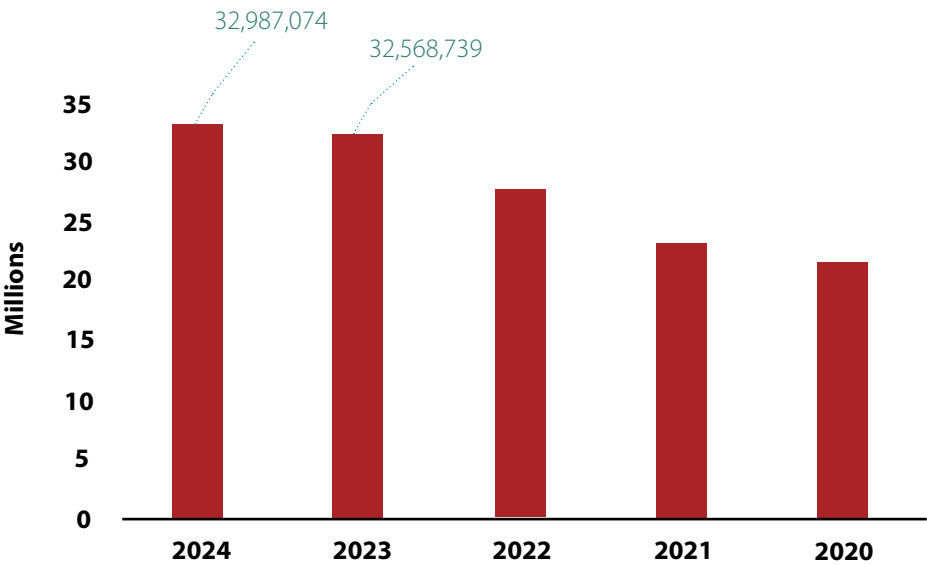
Figure 12 – Wages



Expenses

CSFS is working to continue providing services and have worked hard to control operating expenses while we grow. The result is our operating expenses grew from \$32.6M in 2023 to \$33.0M in 2024.

Figure 13 – Expenses



Financial Statements of



CARRIER SEKANI FAMILY SERVICES SOCIETY

And Independent Auditors' Report thereon

Year ended March 31, 2024





CARRIER SEKANI FAMILY SERVICES SOCIETY

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KPMG LLP

177 Victoria Street, Suite 400
Prince George, BC V2L 5R8
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Telephone 250 563 7151
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INDEPENDENT AUDITOR'S REPORT

To the Members of Carrier Sekani Family Services Society

Opinion

We have audited the financial statements of Carrier Sekani Family Services Society (the Society), which comprise:

- the statement of financial position as at March 31, 2024
- the statement of earnings for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2024 and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management for the Financial Statements

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



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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

We also:

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



Page 3

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting policies applied in preparing and presenting financial statements in accordance with Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding period.

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, flowing style. Below the signature is a long, horizontal, slightly wavy line that serves as a flourish or underline.

Chartered Professional Accountants

Prince George, Canada

August 2, 2024



CARRIER SEKANI FAMILY SERVICES SOCIETY

Statement of Financial Position

March 31, 2024, with comparative information for 2023

	2024	2023
Assets		
Current assets:		
Cash	\$ 18,545,617	\$ 8,850,540
Accounts receivable (note 2)	10,020,706	6,494,617
Sales tax receivable	1,081,973	452,688
Prepaid expenses	633,426	184,675
	30,281,722	15,982,520
Tangible capital assets (note 3)	24,566,660	13,663,481
	<u>\$ 54,848,382</u>	<u>\$ 29,646,001</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 9,127,257	\$ 10,749,760
Wages payable (note 5)	3,050,275	2,808,918
Deferred contributions (note 6)	8,786,078	7,404,002
Deferred capital contributions (note 7)	23,932,876	-
	44,896,486	20,962,680
Net assets		
Investment in tangible capital assets	9,945,510	13,663,481
Unrestricted (deficit) surplus	6,386	(4,980,160)
	9,951,896	8,683,321
Commitments (note 9)		
Contingencies (note 12)		
Subsequent event (note 17)		
	<u>\$ 54,848,382</u>	<u>\$ 29,646,001</u>

See accompanying notes to financial statements.

On behalf of the Board:

Director

Director



CARRIER SEKANI FAMILY SERVICES SOCIETY

Statement of Earnings

Year ended March 31, 2024, with comparative information for 2023

	2024	2023
Revenue (note 10)	\$ 67,444,545	\$ 56,196,778
Expenses:		
Amortization	1,470,431	1,322,267
Annual general assembly	25,576	59,842
Health contracts and prevention funds	4,534,732	6,918,298
Bank charges	55,764	1,040
Board governance	241,140	130,426
Catering	530,240	908,300
Consulting fees	2,591,231	2,639,548
Cultural events	154,026	185,852
Equipment leasing	90,943	87,082
Fostering	8,586,082	7,038,624
Honorarium	111,247	157,379
Insurance	391,228	317,540
Materials and supplies	1,864,142	1,589,632
Medical travel	748,689	752,666
Meetings	280,615	343,587
Memberships	43,764	41,219
Moveable capital asset reserve	347,299	2,904
Office and general	1,142,551	1,241,787
Pandemic	-	3,308
Prevention	3,582,156	1,974,535
Professional fees	400,796	324,678
Rent	1,203,788	1,120,419
Repairs and maintenance	940,950	851,433
Salaries and benefits	33,188,896	26,731,484
Telephone	825,678	936,026
Traditional healing	29,278	13,643
Training	633,620	1,024,017
Travel	1,852,116	2,299,996
Utilities	308,992	282,691
	66,175,970	59,300,223
Surplus (deficiency) of revenues over expenditures	\$ 1,268,575	\$ (3,103,445)

See accompanying notes to financial statements.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Statement of Changes in Net Assets

Year ended March 31, 2024, with comparative information for 2023

	Investment in Tangible Capital Assets	Unrestricted Surplus (Deficit)	Total 2024	Total 2023
Balance, beginning of year	\$ 13,663,481	\$ (4,980,160)	\$ 8,683,321	\$ 11,786,766
Surplus (deficiency) of revenues over expenditures (note 8)	(1,439,890)	2,708,465	1,268,575	(3,103,445)
Contributions spent related to tangible capital assets	(14,621,150)	14,621,150	-	-
Purchase of tangible capital assets	12,373,708	(12,373,708)	-	-
Proceeds on disposal of tangible capital assets	(30,639)	30,639	-	-
Balance, end of year	\$ 9,945,510	\$ 6,386	\$ 9,951,896	\$ 8,683,321

See accompanying notes to financial statements.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Statement of Cash Flows

Year ended March 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operations:		
Surplus (deficiency) of revenues over expenditures	\$ 1,268,575	\$ (3,103,445)
Items not involving cash:		
Amortization	1,470,431	1,322,267
(Gain) loss on disposal of tangible capital assets	(30,541)	9,841
	2,708,465	(1,771,337)
Change in non-cash operating working capital:		
Accounts receivable	(3,526,089)	(3,144,642)
Sales tax receivable	(629,285)	(248,456)
Prepaid expenses	(448,751)	(73,340)
Accounts payable and accrued liabilities	(1,622,503)	879,570
Wages payable	241,357	455,152
Deferred contributions	1,382,076	1,842,173
	(1,894,730)	(2,060,880)
Financing:		
Capital contributions received	23,932,876	-
Investing:		
Purchase of tangible capital assets	(12,373,708)	(6,388,244)
Proceeds on disposal of tangible capital assets	30,639	5,300
	(12,343,069)	(6,382,944)
Increase (decrease) in cash	9,695,077	(8,443,824)
Cash, beginning of year	8,850,540	17,294,364
Cash, end of year	\$ 18,545,617	\$ 8,850,540

See accompanying notes to financial statements.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements

Year ended March 31, 2024

Carrier Sekani Family Services Society (the "Society") is a non-profit society to develop and deliver health, social, family corrections and legal services to the Carrier and Sekani Nations. The Society is incorporated under the Societies Act (British Columbia), is a not-for-profit organization pursuant to Section 149(1)(l) of the Income Tax Act.

1. Significant accounting policies:

(a) Basis of presentation:

The Society's financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

(b) Cash and cash equivalents:

The Society considers deposits in banks, certificates of deposit and short-term investments with original maturities of three months or less as cash and cash equivalents.

(c) Revenue recognition:

The Society follows the deferral method of accounting for contributions.

The Society is funded primarily through agreements with various ministries of the provincial and federal governments and the First Nations Health Authority. Contributions pursuant to these agreements are recognized as revenue evenly over the course of the relevant agreements. Where a portion of a contribution relates to a future period, it is deferred and recorded on the statement of financial position as deferred contributions.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions restricted for the purchase of tangible capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related tangible capital assets.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2024

1. Significant accounting policies (continued):

(d) Tangible capital assets:

Tangible capital assets are stated at cost, less accumulated amortization. Amortization is provided using the following basis and annual rates:

Asset	Basis	Rate
Buildings	Straight-line	20 years
Leasehold improvements	Straight-line	Term of lease
Vehicles and equipment	Straight-line	4-7 years

Purchased tangible capital assets are recorded at cost. Contributed tangible capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life of a tangible capital asset are capitalized. When a tangible capital asset no longer contributes to the Society's ability to provide services, its carrying value is written down to its residual value.

(e) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Items subject to such estimates and assumptions include the carrying amounts of accounts receivable, tangible capital assets and accrued liabilities. Actual results could differ from those estimates.

(f) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Society has not elected to carry any such financial instruments at fair value.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2024

1. Significant accounting policies (continued):

(f) Financial instruments (continued):

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the effective interest rate method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Society determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Society expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future year, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

2. Accounts receivable:

	2024	2023
Indigenous Services Canada	\$ 6,459,547	\$ 5,029,528
First Nation Health Authority	534,784	18,984
Ministry of Children and Family Development	601,640	373,619
Northern Development Initiatives Trust	800,000	300,000
Prince George Nechako Aboriginal Employment and Training Association	103,429	82,387
Northern Health	209,721	99,251
Trade receivable and other	1,311,585	590,848
	<u>\$ 10,020,706</u>	<u>\$ 6,494,617</u>



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2024

3. Tangible capital assets:

			2024	2023
	Cost	Accumulated amortization	Net book value	Net book value
Buildings	\$ 24,015,705	\$ 2,763,227	\$ 21,252,478	\$ 9,803,237
Leasehold improvements	1,470,390	715,829	754,561	946,619
Vehicles and equipment	9,985,864	7,426,243	2,559,621	2,913,625
	\$ 35,471,959	\$ 10,905,299	\$ 24,566,660	\$ 13,663,481

As at March 31, 2024, there are buildings under construction with total costs of \$14,973,266 that have not been amortized. Amortization of these assets will commence when the asset is put into service.

4. Accounts payable and accrued liabilities:

	2024	2023
Trade payables	\$ 4,900,444	\$ 4,658,833
Accrued liabilities	1,661,010	334,864
Due to various Nations	2,565,803	5,756,063
	\$ 9,127,257	\$ 10,749,760

5. Wages payable:

	2024	2023
Government remittances	\$ 86,667	\$ 311,336
Employee savings plan	208,202	171,720
Vacation payable	2,038,329	1,594,339
Wages payable	543,014	624,733
WCB payable	174,063	98,531
Other - employees	-	8,259
	\$ 3,050,275	\$ 2,808,918



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2024

6. Deferred contributions:

Deferred contributions is comprised of the following:

	2024	2023
Back to the Land (Youth)	\$ 10,000	\$ -
BC Association of Aboriginal Friendship Centres	19,824	120,000
Aboriginal Head Start Association of BC	-	145,517
Aboriginal Head Start Association of BC - Play Space	-	13,000
BC Aboriginal Child Care Society	86,549	15,000
BC Housing	-	148,104
BC NEIHR Grant	-	4,696
Calling back our spirit	-	5,250
Canadian Mental Health Association of Northern BC	-	27,650
CIC Cultural Funding	63,524	61,279
C & F Directors Forum	-	117,613
Civil Forfeiture Walk Tall	33,230	-
Community Garden Funds	5,000	-
Ending Violence Association of BC	-	168,127
First People's Language Braided Knowledge	25,000	-
FNHA - Community Wellness	399,409	423,903
FNHA - Harm Reduction Grant	37,880	-
FNHA - Health Programs	475,000	-
FNHA - OAT Access Grant	26,719	-
FNHA Imagine Grant	-	10,000
FNHA - Mental Health	2,353	170,324
FNHA - Overhead Primary Care	135,041	107,330
FNHA - Pharmacy Care	5,000	-
FNHA - Primary Care Doctors	54,284	-
FNHA - Primary Care Expansion	349,900	348,353
Food Pantry	1,017	-
Foundry	346,030	291,312
FPCC - Our Language Program	41,647	-
Healthcare Excellence Canada	-	25,000
Health Promotion Grants	36,042	-
Carry forward	2,153,449	2,202,458



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2024

6. Deferred contributions (continued):

	2023	2022
Carried forward	2,153,449	2,202,458
Highway of Tears - Heal & Rebuild	27,703	-
HIV - Glows Education and Awareness	75,000	-
ISC Community Agreements	2,802,756	-
ISC Safehouse	1,534,247	1,429,392
ISC Jurisdiction Capacity Building	936,482	924,187
ISC MMIWG Indigenous Led Data Research	-	20,492
ISC MMIWG Pillars of Hope and Strength	91,857	123,760
ISC Others	477	-
ISC Service Coordination	45,492	333,189
ISC Urban Covid Relief	-	1,274
Language Technology	44,356	23,375
Medication Management	-	99,000
Ministry of Children and Family Development	-	394,564
Ministry of Education and Child Care	85,800	-
Ministry for Women and Gender Equality Call for Justice Films	251,162	291,036
Ministry for Women and Gender Equality Destiny's Project	73,296	-
Northern Development Initiatives Trust - Healing Centre	-	300,000
Northern Health	251,043	-
Opioid Response Grant	-	50,069
Province of BC Prenatal	-	239,696
Provincial Health	186,051	-
Red Cross Linked in Learning	20,323	-
Stellat'en	-	51,000
Ted Rogers Grant - Physical Literacy	-	24,980
UBC Funding	-	84,660
UNBC CIHR	181,381	103,918
UNBC Rural Health Research	-	4,203
UVIC Circle Grant	-	7,125
Vancouver Foundation	-	695,624
Other - Health Training	25,203	-
	\$ 8,786,078	\$ 7,404,002



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2024

6. Deferred contributions (continued):

Deferred contributions represent unspent externally restricted funding for specific programs provided by various funding agencies.

7. Deferred capital contributions:

	2024
Contributions received and spent during the year	\$ 14,621,150
Unspent contributions	9,311,726
	<u>\$ 23,932,876</u>
	2024
Indigenous Services Canada - Family Healing Centre	\$ 19,451,008
First Nations Health Authority - Family Healing Centre	1,939,995
Providence Health Care Society - Foundry (Burns Lake)	1,125,000
Northern Development Initiative Trust - Foundry (Burns Lake)	500,000
Other - Foundry (Burns Lake)	616,873
	<u>\$ 23,632,876</u>

8. Net assets:

	2024	2023
Excess (deficiency) of revenues over expenditure:		
Amortization of tangible capital assets	\$ (1,470,431)	\$ (1,322,267)
Gain (loss) on disposal of tangible capital assets	30,541	(9,841)
	(1,439,890)	(1,332,108)
Surplus (deficiency) from unrestricted operation	2,708,465	(1,771,337)
	<u>\$ 1,268,575</u>	<u>\$ (3,103,445)</u>



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2024

9. Commitments:

In 2023 the Society entered into an agreement with Telus to provide telecommunication services for annual fees of \$18,407 and \$1,615, paid monthly. The agreement expires on June 16, 2025.

The Society has also entered into various lease agreements for equipment and premises with annual payments as follows:

2025	\$	508,758
2026		101,218
2027		57,411
2028		44,921
2029		36,000
	\$	748,308

10. Revenue:

	2024	2023
Indigenous Services Canada	\$ 32,150,284	\$ 25,205,953
First Nations Health Authority	12,811,352	13,340,445
Ministry of Children and Family Development	13,568,135	11,598,130
Other income	5,564,923	3,841,645
Aboriginal Headstart	591,354	428,694
Province of British Columbia	41,160	34,204
Northern Health Authority	1,116,260	378,738
Prince George Nechako Aboriginal Employment and Training Association	324,519	253,650
University of Northern British Columbia	141,760	163,113
Solicitor General	114,677	199,995
Vancouver Foundation - FASD Relief	695,624	684,376
Ministry for Women and Gender Equality	324,497	67,835
	\$ 67,444,545	\$ 56,196,778



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2024

11. Financial risks:

The Society's financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, wages payable and deferred contributions. It is management's opinion that the Society is not exposed to significant interest rate, currency or credit risks arising from these financial instruments and that the fair value of these financial instruments approximate their carrying values.

12. Contingencies:

Under the terms of the agreements with Indigenous Services Canada ("ISC"), the British Columbia Ministry of Children and Family Development ("MCFD"), and the British Columbia First Nations Health Authority ("FNHA"), certain surpluses may be recoverable and/or repayable to ISC, MCFD, and/or FNHA.

13. Income taxes:

The Society is non-taxable as a result of its status as a non-profit organization under section 149(1)(l) of the Income Tax Act.

14. Economic dependence:

A substantial portion of the Society's funding is derived from certain federal and provincial ministries and the First Nations Health Authority. The Society's ability to operate certain programs is dependent on continued funding from these sources.

15. Employee remuneration:

For the 2024 fiscal year, the Society paid remuneration of \$75,000 or greater to 91 employees, whom received total remuneration of \$9,132,744.

16. Subsequent event:

Under a Canadian Human Rights Tribunal ruling, Child and Family Agencies are to receive funding at actual cost. Subsequent to the year end, the Society has submitted to Indigenous Services Canada for reimbursement of actual costs in the amount of \$7,381,253.

17. Comparative amounts:

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year deficiency of revenue over expenditures.





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PGNAETA wishes the Carrier Sekani Family Services a successful Annual General Assembly!

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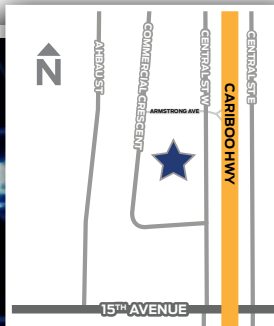
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Our Retail Location Contacts

16 Cardlock Locations

Fort St. James to 100 Mile House, Terrace to Valemount

Vanderhoof

Admin Office: 250-567-4414

Food Store: 250-567-4406

Home Centre: 250-567-4464

Agro Centre: 250-567-4486

Gas Bar: 250-567-4225

Bulk Petroleum/Cardlock: 250-567-4488

Burns Lake

Gas Bar: 250-692-3762

Select Feed & Lube Store: 250-251-6945

Houston

Cardlock: 250-845-2303

Terrace

Gas Bar: 250-635-6935

Bulk Petroleum/Cardlock: 250-635-9595

Kitimat

Gas Bar: 250-632-4626

Prince George

Westgate Gas Bar/Car Wash: 250-964-2697

Range Road Gas Bar/Car Wash: 250-562-8020

Spruceland Gas Bar/Car Wash: 250-563-0461

McMillan Creek Gas Bar: 250-564-5755

Bulk Petroleum/Cardlock: 250-564-3488

Co-op Capital Feeds: 250-564-6010

Quesnel

Agro/Convenience Centre/Cardlock: 250-992-7274

Gas Bar: 250-992-7866

Williams Lake

Broadway Gas Bar: 250-398-6446

Hwy 97 Gas Bar: 250-392-7600

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