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Skak ha ba bay / Ne^zkeh ba
For the Children

2024/25 ANNUAL REPORT



CARRIER SEKANI
FAMILY SERVICES

Sarah's Story

A short story by Mary Teegee - Gray

It is a hot, sticky day — dust from the unpaved roads seems to linger in the stagnant air — this doesn't dissuade the children from playing in the open fields by the dusty street. Even the birds are too hot to sing so the only noise on Wells Street is the sound of laughing and shrieking coming from the wild and free children unencumbered from worry and hurt; even for just a few happy moments.

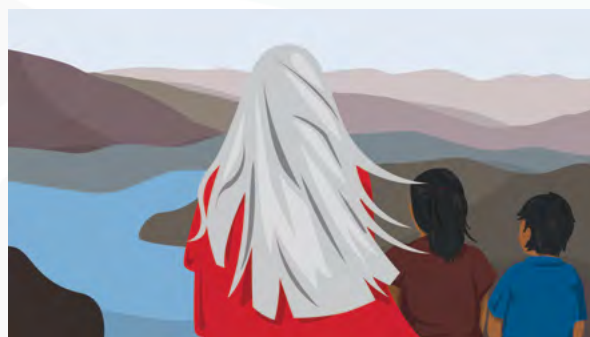
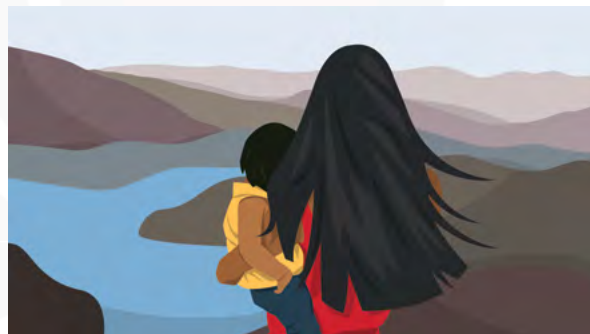
An older child comes running into the field yelling "the welfare is coming — the welfare is coming!" All children stop what they are doing and run to hide in the trees, some jump into the muddy ditches. Only a scant few minutes later, a blue slow moving sedan with government stickers comes lumbering down the road, seemingly heavy with the weight of its mission. I run so fast through the bushes to take the long way back home.

My heart is going to burst but I don't stop for fear they will catch me. I rush into my house where my father is watching the 1976 Olympics and my mother is beading at the table, all is good, I am safe. That evening I hear my parents saying that the Jones children were taken away, my mother crying as she knew we would probably never see them again."

--

Sarah's Story represents an experience known all too well by Carrier and Sekani families. The removal of children from communities is one of the darkest stains of colonization that continues to impact families. While these stories are painful, they are important to keep close to our hearts as they remind us why jurisdiction is vital for the future of Nations and for children.

Carrier and Sekani people have always looked after children. Pre-contact, children were surrounded by culture, clan and community. Traditional child rearing practices saw children raised by a community of care where everyone had a role and responsibility in raising a child. Every child knew and experienced love.





CARRIER SEKANI
FAMILY SERVICES

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For the Children

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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.



2025 CARRIER SEKANI FAMILY SERVICES BOARD OF DIRECTORS

Ts'il Kaz Koh (Burns Lake Band)	Sarah Green
Cheslatta Carrier Nation	Chief Janet Whitford
Lake Babine Nation	Dolores Alec
Nadleh Whut'en First Nation	Ashley Heathcliff
Nee Tahi Buhn Band	Travis Crowther
Saik'uz First Nation	Chief Priscilla Mueller
Skin Tyee Band	Vacant
Stellat'en First Nation	Yvonne George
Takla First Nation	Ernie French-Downey
Wet'suwet'en First Nation	Sharon Turner
Yekooche First Nation	Miranda Joseph
Elder Representation	Vacant



We are deeply saddened by the passing of Travis Crowther and extend our heartfelt condolences to Chief Marcella Morris and their son Kai, the Crowther family, the community of Nee Tahi Buhn, and all those whose lives were touched by Travis.

As a Designated Representative for Nee Tahi Buhn with CSFS and a member of the Board of Directors, Travis advocated for the community's needs and provided thoughtful guidance. His voice and leadership made a lasting impact. The passion for this work radiated far beyond the programs he supported. Travis will be deeply missed, and his legacy will continue to inspire all who had the privilege of knowing him.



Nadleh Whut'en



Lake Babine



WET'SUWET'EN
FIRST NATION



Stellat'en

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Chief Priscilla Mueller

President

Hadih,

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.

I'm delighted to introduce our theme for the 2025 Annual General Assembly (AGA): Skak ha ba bay | Nezkeh ba, meaning "for our children". You may have heard this theme before, as it is also the name of our Jurisdiction project. Our fundamental goal as an organization is regaining jurisdiction over the welfare of children and families, and I am inspired by the work done to date, and for the road that lays before us as Indigenous people.

We have reached a pivotal point for Nations, for families, and for the next generations of Yinka Dene children. The right to be the decision-makers for our children is a right our people have never surrendered. For generations, communities have raised their voices to speak out against the unjust removal of Indigenous children from their homes, their communities, and their culture.

The development of Carrier Sekani child and family legislation is the culmination of a multi-generational fight for the rights of our people. We do this work under the guidance of our Elders and Matriarchs who have been the bedrock of our communities.

We as Nations have a rich opportunity to come together and share our experiences, knowledge, and best practices in child and family services. Together, we will lay the foundation for a better future for the next generations of Yinka Dene.



Message from the President



Engagement sessions are ongoing across the territory, bringing project updates to community and hearing directly from members on their dreams for the future of child and family services. In September, Nation leadership, Elders and Matriarchs came together to review the draft legislation and ensure we are moving toward the Coordination Table in a good way. While every Nation has unique needs, we walk this path together toward a shared vision: Yinka Dene children growing up connected to their family, their community, and their culture. CSFS is 35 years in the making and is one of the top indigenous agencies in the country. We have received several awards and certifications, and I am confident we are in the best position to make positive changes and promote wellness in all of our communities.

On behalf of Carrier Sekani Family Services and the CSFS Board of Directors, thank you for your continued support and collaboration as we follow the footsteps of our ancestors and carry on their legacy. We do so for one simple reason – for our children.

Chief Priscilla Mueller

CSFS President, Board of Directors





Warner Adam, MBA

Chief Executive Officer

As we mark 35 years of unwavering service to the Carrier and Sekani First Nations, I am honoured to present this year's CEO Annual Report. Our journey continues to be guided by the wisdom of our Elders, the strength of the Nations we serve, and the enduring vision of self-determination as we work towards jurisdiction.

This past year has been one of partnership, reflection, and strategic action. We have deepened our commitment to rebuilding our Nations, not just through programs and services, but through deliberate partnership with each Nation to empower each community towards self-determining their future.

As we reflect on this year's AGA theme, Skak ha ba bay | Nezkeh ba, meaning "for our children", we are invigorated in our work at Carrier Sekani Family Services with the understanding that everything we do is, indeed, for our children. It cannot be stressed enough; our children are our most precious resource as Indigenous people. The historical child welfare legislation was a direct attack on our children, but we remain committed in working with Federal and Provincial governments; however, the safety and wellbeing of children and families is of paramount concern to our Nations, our families, and our leadership.

To ensure the safety of our children, we must reawaken Carrier and Sekani laws that have existed since time immemorial. The Act Respecting First Nations, Inuit, and Métis Children, Youth, and Families recognizes, for the first time in Canada's colonial history, our inherent right as Indigenous Peoples to be the decision-makers for children and families according to our own traditional governance and wise practices.

While we walk the path to establishing our laws and systems over child and family services, CSFS will continue to provide programs and services to citizens from member Nations. We will refine programs and services and transfer these programs and services to the Nations at their choosing based on a readiness criteria jointly established.

We are actively dismantling colonial frameworks and rebuilding systems that reflect our values: interconnectedness, respect for all beings, and holistic wellness. Our approach is bottom-up, community-driven, and rooted in the belief that our children are our most precious resource.



Message from the CEO



CSFS's Strategic Plan is anchored in four key priorities:

- **Supporting Nation Re-Building:** We continue to empower communities to develop governance alternatives and sector-specific capacities. This includes preparing for the drawing of a Carrier Sekani Child and Family Wellbeing law with community-specific regulations, a monumental step toward full jurisdiction and self-governance.
- **Cultural Foundation:** We embed cultural practices across all services, ensuring that decolonization is not just a concept but a lived reality. Elders remain central to our work, guiding the transfer of traditional knowledge and shaping culturally safe pathways for healing.
- **Strengthening Organizational Capacity:** Our internal structure has positioned CSFS to deliver more effective and culturally appropriate services. Our leadership reflects our commitment to excellence and accountability.
- **Innovative and High-Quality Services:** From the Tachick Lake Healing Centre to the various other capital projects that will serve all stages of the life cycle, we are investing in infrastructure that meets the evolving needs of the communities we serve.

We continue to challenge the systemic barriers that have long hindered Indigenous child welfare. The legacy of top-down governance must be replaced with true partnerships. Inspired by the First Nations Health Authority model, we advocate for a similar transformation in child welfare, one that respects Indigenous law, governance, and community-defined outcomes.

The path forward is clear: we must continue to build Indigenous institutions by Indigenous people. We must honour our Elders, empower our youth, and create systems that reflect our worldview. The only way forward is together. Together, we will restore what was taken. Together, we will raise our children in strength and in love. Together, we will heal.

I extend my deepest gratitude to our staff, Board of Directors, Chief and Council, and community members. Your dedication is the foundation of our success. Together, we are not just delivering services, we are rebuilding our nest, restoring our sovereignty, and securing a brighter future for our children.

Warner Adam
CSFS Chief Executive Officer





Lincoln Hallgren

Executive Director of Jurisdiction

Hadeeh,

My name is Lincoln Hallgren, In-House Counsel and the Child and Family Jurisdiction Executive Director. I am a member of Lake Babine Nation and sit with the Likh Jibu Clan. I assumed this role in March from my predecessor, Mabel Louie. Mussi Cho to Mabel for her mentorship and guidance both prior to and after I assumed the Executive Director role, as well as for her many years of dedication to Carrier Sekani Family Services.

The two main focuses for the Jurisdiction Department during this reporting period have been the development of the **Carrier Sekani Skak Ha Ba Bay | Nezkeh Ba Traditional Laws**, as well as leadership and community engagements conversations.

The legislation *Nezkeh Ba | Skak Ha Ba Bay* is a necessary step toward triggering a coordination agreement negotiation table with the federal and provincial governments. The legislation sets a pathway to reassume jurisdiction over children and families services in our traditional Carrier and Sekani ways of governance. It is rooted in our culture, and with supports such as the Clan Houses and the Tachick Lake Healing Centre, our children will have every opportunity to remain in community, continue to know their culture, and understand who they are. Once an agreement has been signed with both levels of government, our traditional laws will take **paramountcy** over those of British Columbia and the Ministry of Children and Family Development. This means MCFD will no longer have a say in how we make decisions about our children and families.

Meeting with community leadership and members is also necessary, as we want to be transparent in our process of reassuming jurisdiction over children and families services—hand in hand with our member Nations, grounded in our traditional governance systems. The conversations have been very successful in encouraging community members to share what they would like to see in the legislation to reflect their own community's traditions. The beauty of the legislation is that it will provide steps and oversight for decisions made in our traditional ways, while also allowing regulations to be created alongside CSFS. This means the legislation can be viewed and implemented through each Nation's traditional governance lens.

It has been an honour to learn from every community and to see that while we are all close to each other and respect one another, there are distinctions in the ways of our ancestors' traditional decision-making and governance. We have shared meals, stories, and time together. I will always cherish and carry this in my work.





Two major events took place this summer and fall. The first was our **Urban Barbecue** at Lheidli T'enneh Memorial Park, where we engaged with our members living away from home to understand how they view jurisdiction moving forward, and how CSFS can assist our member Nations in ensuring that their members away from home receive the same supports as those in their home communities.

The second event was the **September Legislative Forum**, which brought together leadership and members of our 11 member Nations. The forum allowed participants to immerse themselves in how the legislation has been developed to date, what it will mean for their communities, how we will move forward together, and what the coordination negotiation table will look like.

Moving forward, once our Nations determine they have the internal capacity, CSFS will transfer the Indigenous Governing Body ("IGB") operations of our traditional legislation back to the communities, while still providing training and mentorship to ensure our Nations can maintain their capacity.

The Jurisdiction team has also assisted CSFS in achieving **C6 designation** from the Ministry of Children and Family Development. This allows CSFS—alongside Band Designated Representatives and Nation leadership—to do as much as possible to represent our children under the current BC law and to assist Nations in ministry matters, until our traditional laws take over from British Columbia.

Over the coming year, I look forward to continuing our engagement sessions with our communities so that our members know a better future is possible. We are enabled—we will look after our children with love and care, and give our families and children the best possible chance at a future where we live to our fullest potential, rooted in our cultures and customs.

Once again, thank you for inviting me to your lands, and for sharing your heartfelt stories and brilliant ideas about how we can do better for children and families in our traditional ways. The work we continue to do will always be for our children.

Awetza.

Lincoln Hallgren

CSFS In-House Counsel/Executive Director Child and Family Jurisdiction





Kyle Parker

Chief Director of Legal Services

The Carrier Sekani Legal Services Department (CSLD) continues to steadily grow and expand our direct and supplemental services within CSFS and to CSFS' member communities. We are honoured to introduce our newest team member, Mavis Benson, who joined us as an Associate Lawyer in May. Mavis is originally from Burns Lake and is a member of the Cheslatta First Nation. Her previous experience includes work in the field of criminal law and child and family advocacy. We are very excited to have Mavis join us and look forward to her continued contributions to our department, organization, and CSFS' member communities.

The CSLD has been collaborating with Jurisdiction and Child Safety to support their respective mandates as we collectively pursue jurisdictional autonomy over child and family services. In particular, we recognize our In-House Counsel, Lincoln Hallgren, who recently assumed the sizeable role of Executive Director of Child and Family - Jurisdiction. Our remaining team continues to be involved in numerous working groups with other CSFS departments to support the drafting of CSFS' Child and Family Well-Being Act and fulfil the technical practice requirements necessary to achieve organizational readiness in areas such as operations, service delivery, dispute resolution, customary adoption, and enforcement.

The CSLD is incrementally transitioning responsibility for communities' child and family services involving the provincial *Child, Family and Community Service Act* to its staff. We are presently migrating much of our work into new practice management software that we expect will greatly increase our efficiency in providing child and family services. We look forward to the gradual centralization of responsibility for member communities' child and family services work as we advance toward autonomous jurisdiction over such matters.

In addition to the expansive internal legal support services being provided by the CSLD, the CSFS Privacy Office has been amalgamated into the CSLD. We have been working with program designates to facilitate compliance



CSFS Legal Services Associate Lawyer, Mavis Benson





with provincial and federal privacy standards. The CSLD commissioned Hooper Access & Privacy Consulting Ltd. to prepare an organizational Privacy Impact Assessment (PIA) and Privacy Management Program (PMP). The PIA is complete, and its recommendations are presently being reviewed. We are looking forward to the preparation of the PMP to further ensure CSFS' regulatory compliance, risk mitigation, organizational awareness, and increased transparency and accountability respecting the security of personal information in the care and control of CSFS.

We are continuing our efforts to work with external partners such as the First Nations Justice Counsel to develop and deliver legal education programs. Topics being considered include:

- Wills and Estates,
- Interacting with MCFD,
- Interacting with RCMP,
- Family Law basics,
- Jurisdiction basics, and
- Gladue reports.

We welcome CSFS' member communities' input in determining and prioritizing community needs and interest in potential educational programs.

Kyle Parker

Chief Director of Legal Services



Tachik Lake Healing Centre – Annual Report Summary

Tracey Michell – *Senior Policy Analyst & Project Development*



The Tachik Lake Healing Centre continues to advance toward its goal of providing culturally grounded healing and addiction recovery services for our 11-member Nations and the surrounding First Nations communities in Northern British Columbia. Situated on the traditional territory of the Saik'uz First Nation, the Healing Centre integrates Carrier Sekani practices with Western medical approaches, offering a 10-bed medical detox unit and a 36-bed residential treatment program.

Construction has progressed under the stewardship of Carrier Sekani Family Services (CSFS), and subsequent contracts with the Architect and construction manager. Our efforts have focused on overlooking the project cost, scope and schedule to ensure continuity and accountability.

Operational planning from the capital planning side is underway to support professional accommodation for staff, with new cabins and adjacent land being considered for expanded land-based programming.

The project has experienced delays and coordination gaps; the project is now on a stable trajectory. CSFS remains committed to transparency, collaboration, and the timely completion of the Centre, which is expected to be operational by next winter.

We extend our sincere gratitude to the First Nations Health Authority and Indigenous Services Canada for their continued support. We also acknowledge our valued partners and the many dedicated sub-trades whose collective efforts are bringing the Healing Centre vision to life. Their commitment and collaboration are deeply appreciated as we move forward together in the service of community wellness.



All Clan's Houses

Sandra Isaac – *Senior Policy Analyst & Project Development*

A quiet revolution is unfolding within the Carrier and Sekani member nations—a revolution of hope, healing, and reclamation. At its heart lies our most treasured gift of the Creator: our children.

Clan Houses and the reclaiming of jurisdiction will revitalize an Indigenous protection system that has sustained countless generations. Colonial laws have historically disrupted traditional family care systems, severing children from their culture and language. The Clan Houses are being established to counteract this legacy, ensuring children thrive within their families, clans, and ancestral lands.

Current legislation under MCFD disproportionately places Indigenous children in government care. CSFS is committed to leading a system that will exercise the inherent right to self-government for children and families. The new system, exemplified by the Bah'lats, with traditions pre-dating Canada, will serve as a legal foundation for Carrier Sekani laws.

The Clan Houses and the assertion of Indigenous jurisdiction will revitalize a historical protection system built upon the Bah'lats and Clans which serve as both a social contract and a community safety net. Rooted in reciprocity and obligation, the Bah'lats strengthen kinship ties and distribute resources, preserving traditions across generations.

The Clan Houses, under construction in each of the eleven CSFS member nations, will help children remain at home in a culturally safe environment. Laws guided by the Bah'lats position the Clan Houses as sanctuaries of safety, protection, healing, and well-being. It signifies a sacred promise that no child will ever stand alone.

Clan Houses: More Than Buildings

They embody Carrier Sekani law, promising protection for every child born into a clan. Under Section 35 of the Constitution and An Act respecting First Nations, Inuit and Metis children, youth and families, this responsibility is guaranteed, making funding for the Clans Houses a federal legal obligation. Funding is therefore not discretionary; it is a mandated responsibility.

What sets CSFS apart is its commitment to balancing modern approaches with the wisdom of past traditions in delivering child and family services through the Bah'lats/Clan House system by actively restoring matriarchal/elder governance, expanding clan roles, and establishing deep cultural law-making structures at the heart of service delivery.

Status of Clan Houses:

Many are at Stage 2 Design (final design phase), while Wet'suwet'en and Lake Babine Nation are progressing towards Stage 2 or entering Stage 1. Takla is at Stage 3 Construction.





Mike Bote

Chief Operating Officer

Since stepping into the role of Chief Operating Officer at CSFS in 2024, I have been deeply impressed by the commitment and care that defines this organization. From our staff to the Board of Directors, Chiefs, and community members, the shared dedication to improving the health and wellness of the Nations we serve has been both humbling and inspiring. Over the past year, we have focused on laying strong foundations, building capacity, and preparing for the future with intention and cultural integrity—always guided by our strategic goals.

One of the first major changes was the restructuring of our executive leadership. With CEO Warner Adam focusing more deeply on key priorities for the Nations, the COO role was created to oversee day-to-day operations across several departments. This has streamlined decision-making, aligned services more closely with community needs, and ensured that our operations keep pace with our strategic priorities. Under this model, the departments of Human Resources, Child & Family Wellbeing, Communications & IT, Justice, and Housing, Capital & Infrastructure report directly to me, and each has made significant progress this year.

In Housing, Capital & Infrastructure, the Clan Houses project moved forward into the detailed design stage, with several Nations reviewing proposals and plans—important steps toward building community-based facilities. We also entered the field of property management with a new housing development at 611 Brunswick Street in Prince George, marking a new chapter in how CSFS supports long-term community stability and affordable housing.

This year, Child and Family Services underwent a major reorganization to strengthen our ability to serve families and Nations. First, we created the Child & Family Wellbeing Department, led by Cheryl Thomas as Executive Director, to focus primarily on delegated and prevention services for children and families. Second, Mary Teegee shifted into a new role focused on policy, advocacy, youth services, and early childhood education. A major milestone in this area was the approval of our plan for C6 Delegation—taking on greater authority for delivering child and family services in partnership with member Nations. This important step means more decision-making will be done closer to home, by the Nations themselves, in ways that reflect their cultures and priorities. We will take a phased approach, working alongside each Nation to ensure services are sustainable, culturally grounded, and responsive to local needs.





Human Resources has played a key role in building a strong workforce. Executive Director Amanda Kai has strengthened connections with member Nations through on-site visits, and we hosted our first HR Symposium to support Nation leadership and administrative staff in planning and organizational development. Our Nowh Guna cultural training program continues to thrive, and we have started a comprehensive workforce review to better understand staffing needs, reduce turnover, and plan for growth.

The Justice department has advanced our work in integrating traditional decision-making into service delivery. A concept paper was completed, and in May 2025 we brought together leaders and knowledge holders for a Think Tank to explore how these practices can work alongside modern service systems. We are preparing to hire on-reserve mediators to support this approach, starting with our child and family services pilot. In partnership with UNBC and Northern FIRE, we also released a research report on gender-based violence, amplifying Indigenous voices and offering recommendations for change.

Our Communications team delivered impactful projects, including the Healing Hands campaign, which shared stories of CSFS's positive impact through open houses and multimedia storytelling. On the technology side, we strengthened data protection systems, began rolling out a modernized case management platform, and created a new IT role to help member Nations expand their digital capacity—laying the foundation for a regional Centre of Excellence in Indigenous IT service delivery.

As we look ahead, our work remains both operational and transformational. We are not only improving services—we are shaping a future built on community strength, cultural integrity, and the shared vision of the Nations we serve. To our Board of Directors, staff, and the Nations—thank you for your trust, support, and partnership. I look forward to building on our shared momentum in the year ahead.

Mike Bote
CSFS Chief Operating Officer





Amanda Kai

Executive Director of Human Resources,
Organizational Development & Learning

Human Resources

I am honoured to serve as the Executive Director of Human Resources, Organizational Development & Learning at CSFS. My ancestral name is Kimimila Wiyan, Butterfly Woman, and I am a proud member of the Wood Mountain Lakota First Nation in Saskatchewan. Since relocating to Lheidli T'enneh territory and joining CSFS in January 2025, I've brought over 15 years of experience in First Nations service delivery across British Columbia. My passion lies in advancing Indigenous self-determination through human resources, organizational culture, and professional development.

This past year has brought significant transformation to the Human Resources department, including changes in location and staffing. I want to acknowledge the resilience and dedication of our HR, Payroll, Training & Development, and Health & Safety teams, who have navigated these changes with leadership, courage, trust, and commitment.

Now fully staffed and operational, our department is positioned to be a vital part of CSFS's internal operations grounded in the cultural values of the Carrier and Sekani Nations and aligned with best practices and legislative standards. Our key objectives include:

1. Building relationships with Partner Nations and supporting Strategic Goal #1: Nation rebuilding.
2. Embedding cultural practices and policies across internal departments.
3. Conducting strategic workforce planning to support CSFS's growth and recruitment needs.
4. Advancing training and professional development aligned with Strategic Goal #3: organizational capacity building.
5. Enhancing internal systems for HR, payroll, health and safety, and benefits administration.

Some recent highlights include:

- Collaborating with the Health team on workforce planning for the Tachick Lake Healing Centre to ensure readiness for detox and addiction treatment services.
- Supporting implementation of C6 through strategic workforce planning and targeted recruitment and training.
- Auditing and improving recruitment, orientation, and onboarding processes to enhance employee experience.



- Conducting pulse surveys to gather feedback on organizational strengths and areas for improvement.
- Delivering a wide range of training and development initiatives, such as:
 - Planning new intakes for the Bachelor of Social Work and Indigenous Human Services Diploma programs through NVIT.
 - Offering workshops on management and personnel skills.
 - Assisting community members in obtaining driver's licenses.
 - Delivering Respectful Workplace training across multiple locations.
 - Providing Nowh Guna Cultural Competency training to new staff and community members.
 - Developing and delivering C6-specific training.
 - Continuing the Lhaghewh Usdilekh (We Are Learning Together) Leadership Training series.

As CSFS continues to grow and evolve, the Human Resources department remains committed to supporting the organization through proactive, responsive, and culturally grounded approaches ensuring our work remains timely, relevant, and impactful for our employees and the families we serve.

Learning & Training Development

We have continued to offer workshops on managerial and personnel skills with community employees throughout the past year; generally, ones in shorter length and drawing on the expertise of other members of the HR Team.

We have been working with various programs to support training sessions. Examples of these include training for the Delegated Representatives and supporting the training needs of the Wellness Centre.

We are supporting the training for Clan House personnel and for the training components of the Skak Haba Gat Chot Lee Project.

We have continued planning for the next Bachelor of Social Work Degree (BSW) and Indigenous Human Services Work programs through NVIT which begin this fall. We also offered an in-house, college readiness/ English 12 pilot program.

We are reaching out to band administrations to offer subscriptions to LinkedIn Learning to assist them in the development of effective administrative skills.

We have supported many community members in obtaining their driving licenses. Individuals moved through multiple stages from obtaining a learner's license to receiving a Class Five or Four license.

We continue to provide Nowh Guna' training to all new employees and many members of the general community. There is also great interest from educational institutions in the areas of health and social services to take this training.

This past year, we revised the materials for the presentation and the leader's manuals. We will develop the a new program for Nowh Guna' over the coming year with a focus on trauma. This second program is being done with the assistance of a grant through the UBC medical program.

We added capacity to our team through the increase of an additional Learning and Development Coordinator position.



We are supporting the Jurisdiction project through the development of training supports for Community delegates.

We provided initial training for all staff as they migrated to the Microsoft 365 platform. The Lhaghewh Usdilekh training offered exploration of different skills for leader and aspiring leaders.

The training for Delegated Representatives has occurred at their sessions throughout the past year. Destination Leadership's Expedition Coaching Program was offered to current staff in leadership roles. We have incorporated the use of LinkedIn Learning into the support for our migration to the Microsoft 365 platform.

- *Continued offering LinkedIn Learning Library access for all CSFS staff and as a recruitment incentive.*
- *Continued support for Sus Yah for enhanced staff communications.*
- *Continued support through the use of using DATS for enhanced organizational efficiency and ensuring due diligence with staffing issues. We will be embedding departmental Policy and Practice materials as compiled by the Quality and Innovation Department.*



Learning & Training Development

Over the past year, we have continued to offer workshops focused on managerial and personnel skills to community employees. These sessions have generally been shorter in length and have drawn on the expertise of other members of the HR Team. In collaboration with various programs, we supported training sessions such as those for Delegated Representatives and the Wellness Centre, as well as training for Clan House personnel and the Skak Haba Gat Chot Lee Project.

Planning has progressed for the upcoming Bachelor of Social Work Degree (BSW) and Indigenous Human Services Work programs through NVIT, set to begin this fall. In preparation, we also piloted an in-house college readiness and English 12 program. To further support skill development, we reached out to band administrations to offer LinkedIn Learning subscriptions aimed at enhancing administrative capabilities.

We assisted many community members in obtaining their driving licenses, guiding individuals through multiple stages from learner's permits to Class Five and Four licenses. Training in Nowh Guna' has remained a priority, with sessions provided to all new employees and many community members. Interest in this training continues to grow, particularly among educational institutions in health and social services. Over the past year, we revised both the presentation materials and leader's manuals, and we are now developing a new trauma-focused Nowh Guna' program with support from a UBC medical program grant.

To increase our capacity, we added a new Learning and Development Coordinator position. Our team has also supported the Jurisdiction project by developing training resources for Community delegates. As staff transitioned to the Microsoft 365 platform, we provided initial training and incorporated LinkedIn Learning to support the migration.

Leadership development has been a key focus, with the Lhaghewh Usdilekh training exploring skills for current and aspiring leaders, and the Destination Leadership Expedition Coaching Program offered to staff in leadership roles. Training for Delegated Representatives has been ongoing throughout the year.

We continued to offer LinkedIn Learning Library access to all CSFS staff, using it as both a development tool and a recruitment incentive. Support for Sus Yah has enhanced staff communications, while the use of DATS has improved organizational efficiency and ensured due diligence in staffing matters. We are also embedding departmental Policy and Practice materials compiled by the Quality and Innovation Department.

Finally, we supported the application process for six summer student jobs across various programs, further contributing to community engagement and workforce development.





Cheryl Thomas

Executive Director Child & Family Wellbeing

In response to the evolving needs of our communities and the growing demand for culturally grounded family-centered care, Carrier Sekani Family Services established the new Child and Family Wellbeing Department. This department brings together some of the existing child and family services programs under the new department, while also laying the groundwork for the expansion of delegated services. In the spirit of transformative growth and community-rooted service, the expanded Child and Family Wellbeing department of CSFS has continued to deliver culturally grounded, trauma-informed, and community-centered care across diverse settings. Guided by an enhanced service delivery framework, our initiatives align firmly with CSFS' strategic priorities, advancing Nation Rebuilding through community-based services and culturally rooted healing; embedding traditional knowledge through Cultural Revitalization; promoting Holistic Wellness by responding to the emotional, cultural, and practical needs of families; and empowering communities through integrated programming and equitable access.

Culture remains the cornerstone of our programming and will be embedded into the delivery of full authority services. Daily practices such as spiritual reflections, land acknowledgements, and expressions of gratitude are woven into our service approach, reinforcing respect and cultural mindfulness. Events such as Canoe Journeys, Family Days, and the Welcoming Baby Ceremony provide meaningful avenues for sharing traditional teachings. Land-based learning continues to flourish in our programs. For example, participants from the Bridging to Employment program actively engage in cultural activities, such as harvesting fiddleheads and preparing traditional medicines. Participants also complete workshops in drum making, storytelling, and beading to enhance cultural literacy and strengthen bonds. Graduation ceremonies are held in the traditional Bah'lats style, affirming cultural identity and traditional governance with every milestone.

To meet emerging needs in child and family care environments, CSFS introduced new specialized service departments focused on child safety (including holistic wellbeing, and family guidance). These additions are not standalone; they are designed to enhance and complement existing prevention strategies and delegated services. By expanding the scope of culturally responsive supports, these departments strengthen early intervention efforts, reinforce protective frameworks, and promote stronger collaboration across service areas. The integration of these new units helps ensure that families receive coordinated, proactive care rooted in both traditional knowledge and clinical best practices. These new pillars are being introduced in partnership with member Nations to provide culturally safe, contextually responsive supports. Our service area now extends to Vancouver, Prince George, Vanderhoof, Fort St. James, and Burns Lake, with potential expansion to Smithers currently being explored.



In response to rising costs of living, food security has remained a critical priority. Mobile service delivery models and targeted outreach to off-reserve members have enhanced accessibility. Biweekly food hampers have been distributed at key urban and community locations to support families. We recognize food security as a social determinant of health. These initiatives have consistently supported over 150 families each month across both urban and community settings. Over the past year, approximately 1803 hampers were distributed, helping to meet the essential needs of families and strengthen community well-being. Our parenting supports have been strengthened with expanded sessions and improved access to therapeutic services, reducing waitlists and increasing responsiveness.

Family and child wellness lie at the heart of our mission. Programs such as Intensive Family Therapeutic Services (IFTS) and Parents and Children Together (PACT) have proven successful in preventing child removals and reinforcing family safety through culturally informed therapy. The Wrap Around Parent Guidance and Support (WAPGS) initiative continues to enhance parenting knowledge and confidence. Family Preservation programming now includes job-shadowing opportunities for Band Designated Representatives, fortifying Nation-based capacity and building the next generation of support practitioners. These initiatives are laying the groundwork for a strong child safety framework anchored in prevention-first principles, ensuring all children and families have safe and supportive spaces to thrive.

CSFS' commitment to quality service delivery has been matched by meaningful investment in staff and community development. Through a partnership with the Nicola Valley Institute of Technology (NVIT), we support access to the Indigenous Human Services Diploma and Bachelor of Social Work programs. Staff members within the department are actively pursuing these academic paths, strengthening professional capacity and increasing cultural responsiveness. Investing in our staff ensures that our services remain both culturally responsive and clinically effective. Additional employees are enrolled in upcoming academic offerings, further strengthening the quality and impact of our services.

Our clinicians have undergone specialized training in trauma-informed care, cognitive behavioural therapy, motivational interviewing, and other evidence-based therapeutic modalities, enhancing the effectiveness and scope of care provided. Cultural competency has also been enriched through participation in Nowh Guna' Carrier Culture training and accompanying workshops, reinforcing understanding of local traditions and Indigenous values.

In reflection, this past year has been one of purposeful expansion, innovation, and cultural resurgence. The Child and Family Wellbeing department remains unwavering in its commitment to walk alongside families and communities, supporting healing, empowerment and self-determination through culturally safe, community-led services. Our efforts are aligned with CSFS's broader vision for Nation Rebuilding and the pursuit of full jurisdiction. We extend our gratitude to our partners, staff, and member Nations for continuing this journey together.

Cheryl Thomas

Executive Director Child & Family Wellbeing



Bridging to Employment

The Bridging to Employment program continues to stand out as a culturally grounded, community-driven initiative that addresses the distinct needs of urban First Nations individuals seeking to enter the workforce or pursue further education. The program focuses on identifying participants’ existing strengths, knowledge, and values, and aligning them with the skills sought by local employers—bridging the gap through a holistic and empowering approach rooted in culture.

Participants engage in nine weeks of experiential learning, which includes circle talks, group work, field trips, guest speakers, and customized training. These elements build not only problem-solving and communication skills but also promote confidence and real-world connections. The program’s reputation for creating meaningful change is reflected in the fact that many participants join through word-of-mouth referrals from former graduates.

A key strength of the program lies in its commitment to cultural revitalization. Each day begins and ends with a prayer to the Creator, providing a space for participants to grow more comfortable with public speaking and reconnect with cultural identity. Land-based learning is woven throughout the program, including activities such as harvesting fiddleheads for Bah’lats, and preparing traditional medicines like Devil’s Club salve and smudge spray.

Participants also receive practical certifications to enhance employability, including food safe and first aid, with additional opportunities available through community partnerships, such as fire suppression, chainsaw safety, and learner’s license preparation.

To honour their growth and achievements, graduates are celebrated in a Bah’lats-style ceremony, where they sit with their clans and deepen their understanding of Carrier culture and governance. This culturally rich conclusion recognizes each participant’s journey and the community that supports them.

As of this reporting period, Bridging to Employment has served the Prince George community for over 24 years. With a fully staffed team, we are excited to relaunch programming in Burns Lake and introduce a mobile delivery model for the Yekooche community.

First Nations Served	
April 2024 to March 2025 (April, July Post Majority, Oct 2024 and Jan 2025)	
Cheslatta First Nation	1
Lake Babine First Nation	9
Saik’uz First Nation	1
Takla First Nation	1
Wet’suwet’en First Nation	3
Yekooche First Nation	1
Nak’azdli First Nation	3
Binche First Nation	2
Tl’azten First Nation	2
Non-Member First Nations	13
Totals	45



Child Safety Department: Progress & Milestones

Advancing Toward C6 Delegation and Community Capacity Building

The Child Safety Department at CSFS is currently composed of a dedicated team that includes one Family Guidance Supervisor, two Family Guidance Workers, and a Child Safety Administration Assistance/ Social Program Assistant. As a developing program, the department is focused on recruiting and onboarding staff, establishing robust policies and standards, and working closely with the Ministry of Children and Family Development (MCFD) to advance toward C6 delegation.

A major milestone this year was achieved by Family Guidance Supervisor Patricia Sabestine, who successfully completed both the Indigenous Perspectives Society (IPS) Child Protection Training and the Delegation Field Guide. With these credentials, Patricia becomes the first CSFS staff member eligible for C6 delegation bringing the organization significantly closer to achieving full delegation and reinforcing its commitment to service excellence and professional growth.

In parallel with internal development, the department has prioritized community engagement and capacity building by organizing key training sessions for Band Designated Representatives (BDR). The fifth training session took place in October 2024 in Prince George followed by a session in April 2025, also held in Prince George. CSFS ensured filling financial support for participants, including travel per diem

and accommodation, to help removing barriers and encourage active participation.

The BDR training curriculum, adapted from IPS, was designed to be sequential and developmental, gradually introducing new skills while reinforcing foundational competencies. The training agendas, curated by Stephanie Konefall and Patricia Sabestine, were tailored to ensure relevance and meaningful learning experiences.

A noteworthy moment from the most recent BDR training in April was the first-time attendance of representatives from all 11 member Nations. The event brought together over 50 participants including BDRs, community members, and CSFS staff demonstrating the department's commitment to inclusivity and collaboration.

In summary, the CSFS Child Safety Department has made strides in building its team, advancing qualifications, and equipping community representatives. These efforts are paving the ways toward C6 delegation and demonstrates CSFS's dedications to community well-being, cultural revitalization, and effective services delivery.



Community Wellness Team



Over the past year, the Community Wellness Team (CWT) was moved under the Child Safety department as part of ongoing work toward C6 delegation. Recognizing that communities may begin to approach their cases in new and more independent ways, priority has been placed on supporting the development of Community Wellness Teams in member Nations.

In October, a new CWT Coordinator began by updating the Terms of Reference and the Community Wellness workplan. A technical planning committee was also organized to support upcoming CWT training. Saik'uz continues to lead the way with a committee that has been in place since 1976. Takla successfully launched its committee with the support of former coordinator Sophie Samycia. Momentum is also building in Nee Tahi Buhn and Nadleh Whut'en, who are getting closer to launching their own teams. For Nations interested in establishing a committee, support is available to Chiefs and Councils in selecting members best suited for the work.

Throughout the year, several communities were visited during events such as health fairs and Annual General Assemblies hosted by Saik'uz, Stellat'en, CSFS, Nadleh, and Takla. Looking ahead, there are plans to work more closely with Saik'uz so that their experience and best practices can help guide others. Their long-standing committee demonstrates what is possible when community and CSFS collaborate to address health and wellness concerns, especially those impacting children and families.

These important conversations will continue with all communities as the CWT model grows and evolves.

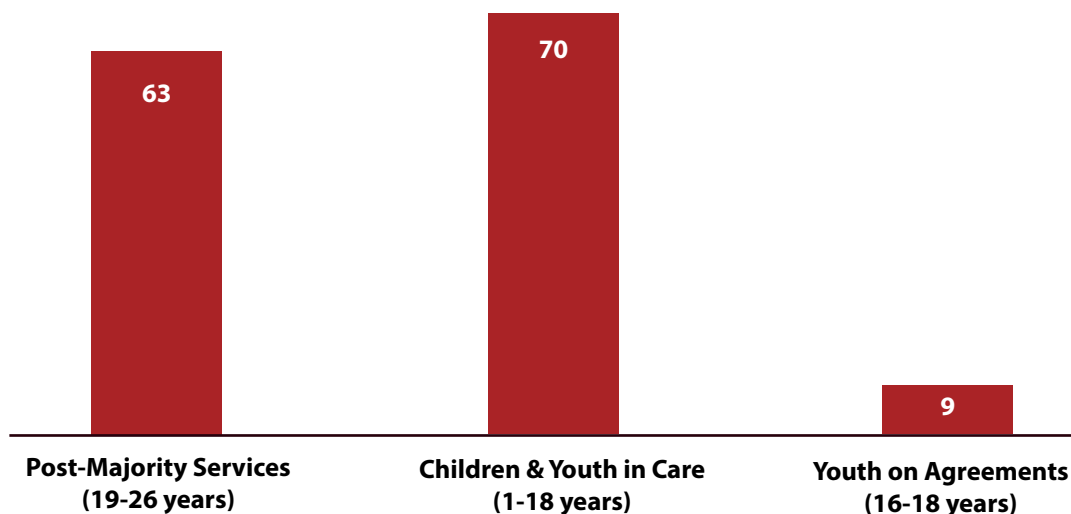


Delegated Services - Guardianship, Post Majority, & Resource Programs

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 center, surrounded by family and community. Planning and decision-making is also guided by the Aboriginal Operational Practice Standards & Indicators (AOPSI) and applicable federal and provincial legislation such as the Child, Family, Community Service Act. This year, we met with designated band representatives for each Nation throughout the year to plan collaboratively for children in care with CSFS. Nation representatives were also invited to participate in all annual care plans for children in care. We increased the number of youth agreements we are providing in communities. We also worked with the CSFS youth service teams to ensure children and youth-in-care had access to cultural programming. Guardianship also supported children and youth in care to attend Nation-specific events and activities they were invited to participate in.

The Post Majority program continues to support young adults between the ages of 19 – 26 (who were in care) through individual financial SAJE agreements funded by the province of B.C. The program provides funding for living expenses, life skills, cultural connections and activities, vocational training, and post-secondary education. Our program met the following goals: 1. expanded post majority services to Vancouver; 2. facilitated life skills specific events for the young adults we work with; and 3. operationalized and filled the post majority housing program suites available to member Nation young adults in Prince George.

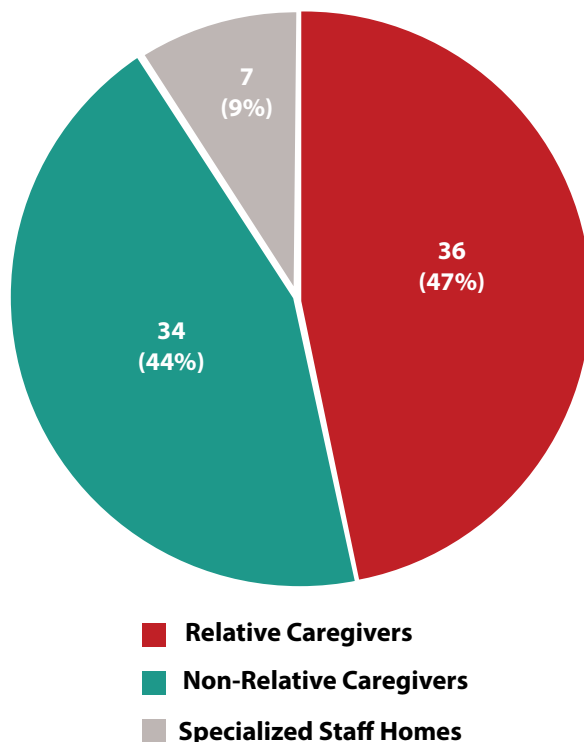
Figure 1- Number of Children and Youth Served by Guardianship and Young Adults Served by Post-Majority Services, 2024/25



The resource team offers alternative care for children and youth who are not able to live with their parents or legal guardian, or who are in an out-of-care formal arrangement. Resource workers use licensed assessments, and for relative caregivers, we can now use the KAT (Kinship Assessment Tool) which is a shorter process. We are required to use these tools in the province of B.C. to ensure that the family can meet the needs of a child before placement, and to make sure caregivers can access resources, services, and supports they may need to balance the demands of caregiving.

This year we have offered monthly Bringing Tradition Home sessions with the support of local Elders and Knowledge Holders for applicants and caregivers in Prince George, Vanderhoof, Burns Lake, and surrounding communities. We also increased our caregiver monthly funding rates for all restricted relative caregivers to prioritize family placements. Additionally, we provided information sessions regarding keeping kids in communities, duty to report workshops, and attended community health fairs and events to promote caregiver recruitment and information sharing.

Figure 2 - Resource Services - Number (%) of Relative Caregivers, Non-Relative Caregivers, and Specialized Staffed Homes to support youth with complex needs. Statistics current at end of fiscal year (April 2024)



CSFS Resources & Guardianship team in Burns Lake collaborated with the Lake Babine Nation Child & Families team to offer caregiver recruitment workshops in communities.



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

Family Preservation Program – Urban Prince George

The Family Preservation Program remains committed to supporting families in developing the skills necessary to enhance overall family wellness. Our team works closely with families who are currently involved with, or at risk of involvement with, the Ministry of Children and Family Development (MCFD). In addition, we provide services to all families seeking guidance in parenting and life skills. Our approach is holistic and respectful. With a strong focus on promoting health and well-being.

This year, we advanced the CSFS strategic goal of Nation rebuilding by expanding our programming

to Burns Lake, Vanderhoof, and Fort St. James. These in-person services enhance accessibility for Nation members and build local capacity by equipping communities to adopt and deliver these programs independently. As part of this expansion, we provide Band Designated Representatives (BDRs) with training and job-shadowing opportunities, including a one-week immersive placement with our Family Preservation team.

We also hosted a camp for men, reinforcing our commitment to culturally grounded programming.



To ensure our services remain culturally appropriate, we revised our intake process to incorporate the Signs of Safety framework and integrated the Signs of Wellbeing approach. Staff across Prince George, Vanderhoof, Fort St. James and Burns Lake participated in Signs of Wellbeing training. We continue to invest in staff development by supporting team members in completing the Bachelor of Social Work, Indigenous Human Services Diploma, and C3 training where eligible.

Our program is guided by a culture of collaboration, accountability, and effective communication. We are strengthening partnerships with other agencies to raise awareness of Family Preservation services and

to increase referrals, particularly for members living away from their home community. Outreach efforts have included presentations to partner organizations, quarterly family connection events, Welcoming Babies Ceremonies, and holiday celebrations.

To further enhance our service delivery, we are aligning our structures with community priorities and expanding capacity for high-impact programming. This year, our trained staff delivered the Caring Dads and STOP programs twice in Prince George, with plans to extend these offerings to additional communities in the upcoming year.

Here is what some of the families have told us:

"Thank you for all the support and help in navigating the current care agreement and for being a support to me and the boys in my care." (Yekooche)

"My Caring Dads group all got together and got me a card, and they all had kind messages written in it. It was very emotional for me. I have never been thanked (don't ever look for one). I get teared up when I think about it."

"Thank you for being an approachable and kind man that is making me feel more comfortable taking Caring Dads on a 1-1 basis." (non-indigenous)

"I am very thankful for everything that you do for me" (LBN)

"Thanks for being there! Can't wait to follow up" (Iskut)

"You have reached out and made an effort." (Hagwilget)

"Hi, Your check-ins make me smile. Thanks" (Métis)

Stats for 2024/25

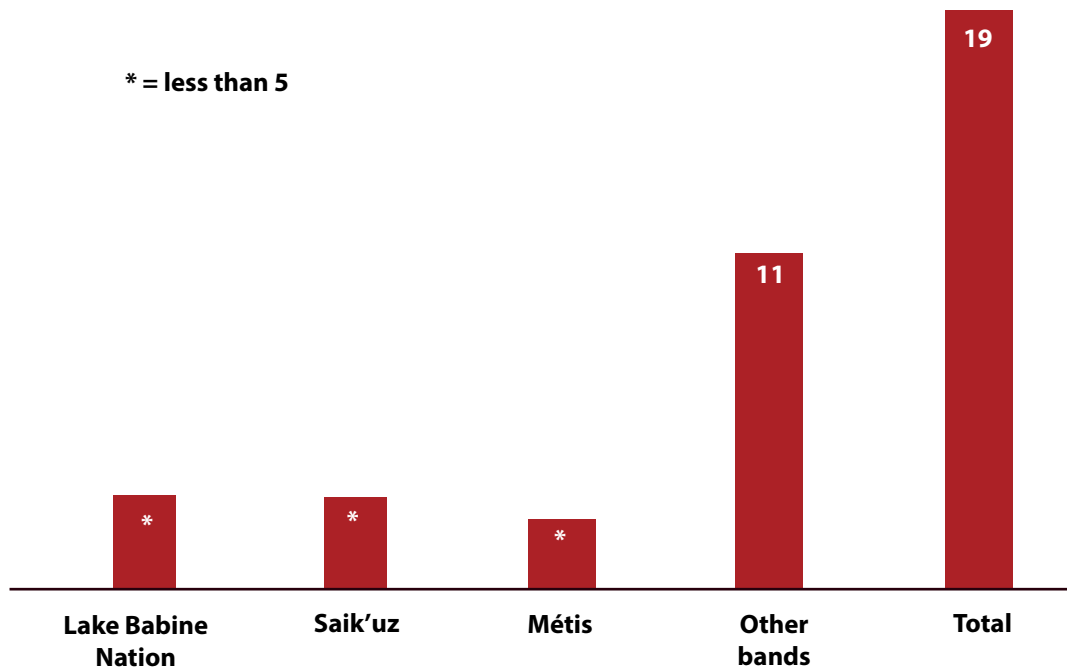
Clients Served	1942
Clients Receiving MCFD Advocacy	2069
New Clients	177
Court Support	383
Hampers Provided	87

Children Returned

Lake Babine First Nation	3
Saik'uz First Nation	3
Métis	2
Non- Member First Nation bands	11



Figure 3 - Number of Children Returned to Community Through Family Preservation



Family Preservation Program - Vancouver CSFS

Team Members:

- Sandra Wilson (Gitxsan) – Family Preservation Practice Manager
- Carrie Ann Louis (Stellat'en) – Family Preservation Supervisor
- Robyn Tsonis – Family Preservation Worker
- Rebeca Monteiro – Family Preservation Worker
- Admin/Receptionist – Position currently vacant

The Urban Family Preservation team, based in Vancouver, plays a vital role in advancing the strategic priorities of Carrier Sekani Family Services (CSFS). We are committed to delivering culturally grounded, high-quality services to members of our 11 Nations residing in the Lower Mainland and neighbouring communities. The following overview outlines how our team contributes to the organization's broader goals and vision.

Culture is at the heart of our work, guiding every aspect of our programming. We intentionally weave cultural teachings and traditions into all events and activities, including:

- **Back-to-school gatherings**
- **Canoe journeys**
- **Easter celebrations**
- **Family Day events**

These culturally rich events offer urban members meaningful opportunities to reconnect with their heritage and identity. We actively invite Band Designated Representatives to join our programming and attend cultural gatherings hosted by our member Nations in the Lower Mainland, encouraging shared experiences alongside the clients we serve. Our team remains committed to ongoing professional development through participation in training





offered by CSFS. While in-person sessions are preferred, our distance from Prince George, Burns Lake and Vanderhoof offices presents challenges in attending. Despite this, we continue to strengthen our knowledge and skills by engaging in virtual learning opportunities, ensuring we uphold a high standard of service delivery across all areas of our work.

We are committed to delivering high-quality, culturally safe services to urban members living in:

- **Vancouver**
- **Hope**
- **Chilliwack**
- **Abbotsford**

Despite the geographical distance, our team remains committed to providing consistent, high-quality support across all locations. We also offer courtesy services to clients from the Prince George, Burns Lake, and Vanderhoof offices who travel to Vancouver for post-secondary studies, medical appointments, and other essential needs.

The Vancouver office delivers bi-weekly food hamper support in collaboration with the Greater Vancouver Food Bank. This initiative plays a key role in addressing food insecurity and alleviating financial strain for families facing economic challenges.

Our family Preservation Workers facilitate the “Rainbows Loss & Grief” program in school settings, partnering with the Vancouver School District and school staff to provide compassionate, age-appropriate support for children experiencing grief and loss.

Our office serves as a vital connection point for off-reserve members, offering a safe, welcoming space where culture, community, and care come together. Every day, we strive to create meaningful impact through connection, culture, and compassion.





Family Empowerment Program - PG

The Family Empowerment Program provided services to a total of 734 clients this year, including 359 First Nations clients—representing approximately 48.9% of those served. The Prince George team delivered 11,822.5 hours of direct client service, reinforcing the program's strong commitment to supporting families and promoting safe, meaningful engagement between children in care and their parents or family members.

The program offers supervised access visits in a nonjudgmental, supportive environment with workers providing transportation to ensure smooth and safe transitions to and from visits. Families are also offered referrals to additional supports as needed. Throughout these visits, workers maintain strict confidentiality and adhere to all documentation and reporting standards. To manage the waitlist, Family Empowerment group visits have continued over the past year, offering two hours of support per week to up to three families. Participation is voluntary, and families are transitioned

out of group visits when assigned a dedicated worker. During visits, staff may share guidance on parenting strategies (such as boundary setting and behaviour management), promote life skills (including meal planning and home safety), and support personal growth through self-esteem and self-advocacy coaching.

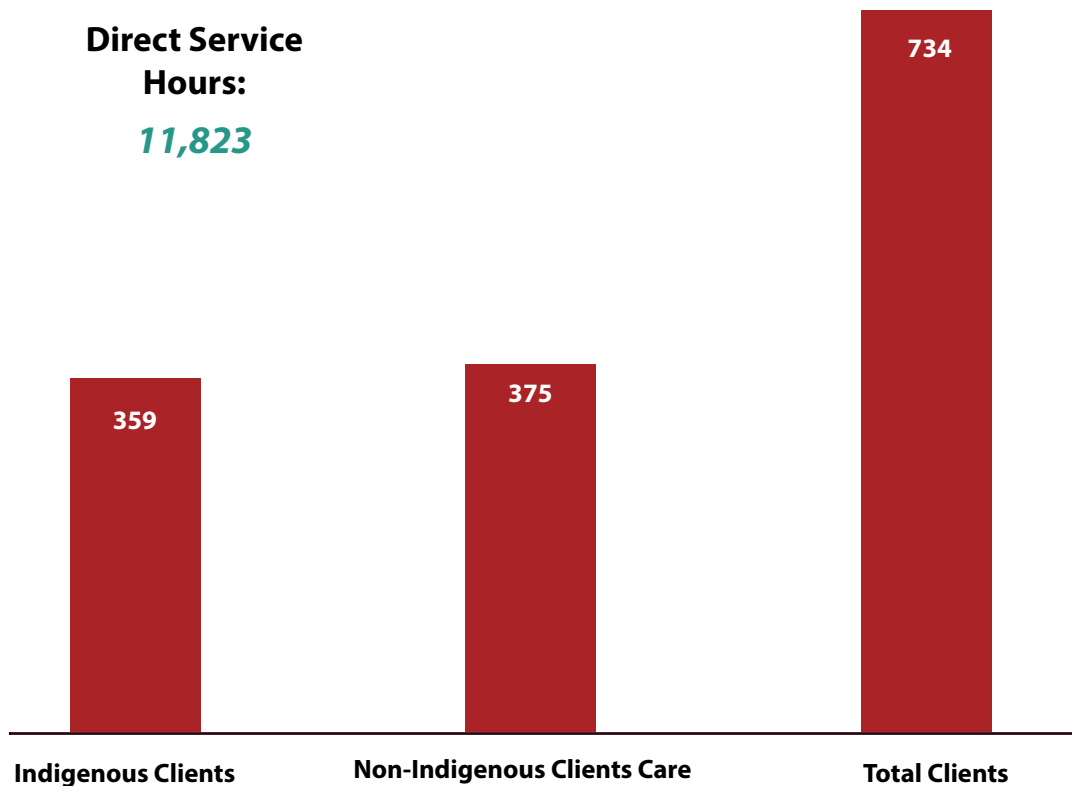
Cultural connection is deeply embedded in the program. First Nations families are encouraged to engage in traditional practices during visits—such as drumming, singing, and beading—promoting a culturally safe and affirming environment.



Family Empowerment workers were also active in broader community efforts throughout the year, including participation in Healing Fires events and hamper deliveries. Staff supported clients at Moccasin Flats by offering essential items and services, and the Prince George team contributed to training staff from outlying offices to help ensure consistent service delivery across communities.

See recommended graph, below:

Figure 4 - Number of Children Returned to Community Through Family Preservation



Family Preservation Outreach Housing Program - PG

Housing remains a key priority for CSFS and member Nations, reflecting our ongoing commitment to cultural revitalization and improved service delivery—core pillars of the CSFS Strategic Plan. By focusing on housing stability, we continue to support Nations in their journeys toward greater self-sufficiency.

and families at imminent risk. Our team provides coordinated services tailored to the unique needs of those experiencing, or at risk of, housing insecurity. Supports include short-term financial assistance such as security deposits, rental payments and arrears, and utility support to prevent eviction.

This year, housing program funding has been directed toward preventing homelessness among individuals



Milestones:

- The addition of a Family Preservation Outreach Worker and an Administrative Assistant in Prince George has enhanced our program's capacity to support self-sufficiency and holistic well-being within member Nations.
- This year, the program secured ongoing funding for two new initiatives: the monthly cultural Healing Fires, offering culturally rooted support for unhoused community members, and the food security pantry, which addresses food access while contributing to the broader goals of Nation rebuilding.
- Our team maintains consistent engagement with partners through recurring meetings, ensuring coordinated efforts to promote the well-being of Nations in Prince George.
- Outreach services are provided in Prince George twice weekly, extending direct support to those in need.
- The monthly cultural Healing Fires—Soo Kwun Be Nawhenije—serve unhoused individuals through a collaborative, culturally meaningful approach. These gatherings challenge perceptions of homelessness by fostering community participation. Partner agencies contribute essential supplies, hot meals, and access to services and information. Notably, this model has inspired Nazko First Nation to host their own Healing Fires in Quesnel to support their community.

Notable highlights:

- We continue to collaborate with external agencies to support families, individuals, and Elders in addressing housing and food security needs.



- Assisted 72 clients with Rental supplements
- Assisted 9 clients with Damage Deposit
- Assisted 9 clients with Utility Expense
- Assisted 68 clients with BC Food Security (Purchase Orders)
- Assisted 504 clients with Food Hampers
- Assisted 7 clients with Start up costs: Beds, Furniture, Household items.
- Assisted 6,420 Meals served at Active Support against Poverty (ASAP) shelter

Overall improvements:

- Clients to access food hampers
- Additional housing staff
- Continued training and development for our program
- New cargo van (Soup Bus)

Stats for 2024/25

Rental supplements provided	72
Clients assisted with damage deposits	9
Clients assisted with utility expenses	9
Clients provided with food security	68
Clients provided with food hampers	504
Clients assisted with startup costs (beds, furniture, household items)	7
Meals served at Active Support Against Poverty in Prince George	6,420



Intensive Family Therapeutic Services

In support of Nation re-building, the Intensive Family Therapeutic Service (IFTS) and the Parents and Children Together (PACT) programs continued their efforts to address safety concerns and prioritize keeping children safely with their parents and caregivers. These initiatives focus on enhancing parenting skills, strengthening family dynamics, addressing child behaviour, and promoting overall family safety.

The IFTS program is committed to continually improving the integration of Carrier and Sekani culture into planning and service delivery. Clinicians from both IFTS and PACT work alongside families to explore their cultural and traditions values that are meaningful to them, incorporating these elements into individualized service plans. This work is rooted in a strength-based approach that honours families as the experts of their own experiences, with staff walking alongside them on their healing journeys.

To strengthen cultural competency, staff continue to grow their understanding of Carrier and Sekani history and traditions through participation in the Nowh Guna' Carrier culture training, as well as a variety of relevant workshops, courses, and readings. To ensure high-quality, responsive support, team members engage in continuous professional development.

Clinicians and practitioners receive specialized, job specific training in the following areas:

- Motivational Interviewing
- Intimate Partner Violence
- Relapse Prevention
- Cognitive Behavioural Therapy (CBT)
- Parenting Practices
- Trauma Informed Practice

Now in its second year, The PACT program in Prince George has broadened its referral sources to include all CSFS programs. Recruitment efforts are ongoing to expand the PACT program's presence to Burns Lake and Vanderhoof.

Program Stats April 2024-March 2025

	Homebuilders	PACT
# of Families worked with	29	13
# of children prevented from being removed	53	24
# of children returned to parent's care	7	5
# of children removed from parent's care	4 (placed with family)	0
Percentage of total removals prevented	93.75%	100%
Total remaining in the home since the program started	577	61



Wrap-Around Parent Guidance & Support Program



A Year in Circle

At WAPGS, each day begins with the sound of little feet, warm welcomes, and a moment of shared intention. Before the toys are chosen or songs begin, we ground ourselves with a land acknowledgment and gratitude practice—bringing staff, parents, and children into a shared space of presence, purpose, and mutual respect. This daily ritual reminds us why we're here: to serve one another, support families, and contribute to community healing.

Our work is rooted in a holistic philosophy. We see the whole child, the whole parent, and the full narrative each family brings. Every laugh, tear, and step forward are valued as part of building stronger, safer connections. Tools like Ages & Stages and Circle of Security are used intentionally, blending flexibility with cultural sensitivity to support development and attachment.

Each family's journey is unique, and we walk alongside them with compassion and openness. Our team is trained in trauma-informed, culturally aligned practices and approaches their work not just as professionals, but as collaborative learners—always evolving and growing, just as we encourage our families to do.

We proudly deliver Circle of Security, Ages & Stages, and Bringing Tradition Home programming to help caregivers reconnect with culture, enhance attachment, and view their parenting journeys through new and affirming lenses. Rather than simply instruct, we model, listen, and co-create welcoming spaces where families feel respected, empowered, and celebrated.

Family reunification remains at the core of our mission. Grounded in Nation-based advocacy, we provide wraparound support that recognizes each family's strengths—even when those strengths have been overlooked by systems. Culture, connection, and community are central to this protective framework.

This year, cultural healing was fostered through drum-making, traditional singing, and storytelling sessions led by the CSFS cultural team and community knowledge keepers. A memorable highlight was a beading workshop facilitated by a former participant, now a leader—who returned to share her teachings. Her story illustrated the full circle of healing and the enduring strength within our families.

Carrier language is part of our everyday environment. New words are shared and learned by staff, children, and parents alike, honouring language as a vessel for memory, meaning, and healing.

At WAPGS, we recognize that the early years matter. Every circle, song, and interaction we facilitate weaves together a story of care, resilience, and cultural continuity; one that uplifts families and preserves our collective identity.

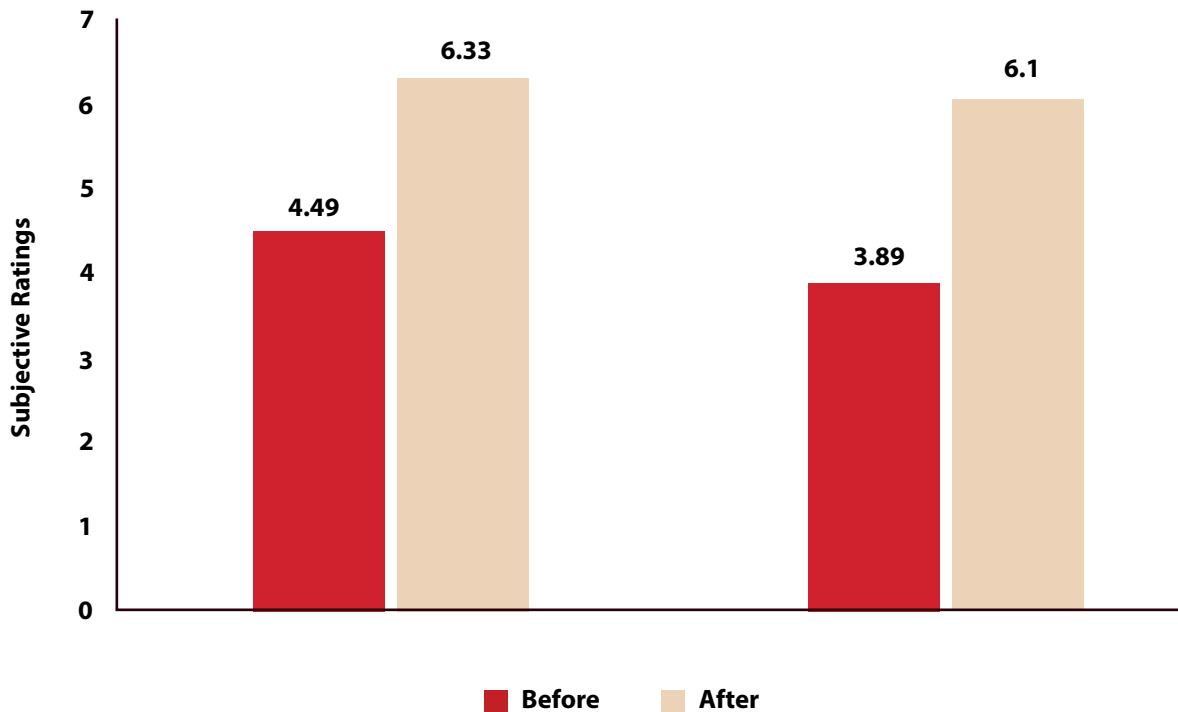


Here is what our clients had to say:

"I'm so glad I came to this program. The help I've received just having staff sit with me, help me find daycare for my son was incredible. I honestly don't think I could've done it otherwise. I couldn't believe she came and got me too."

"I even told my mom what you all have been showing me. We're trying out some of the toileting suggestions at home now. It's making a difference."

Figure 5 - Number of Children and Youth Served by Guardianship and Young Adults Served by Post-Majority Services, 2024/25





Jason Morgan

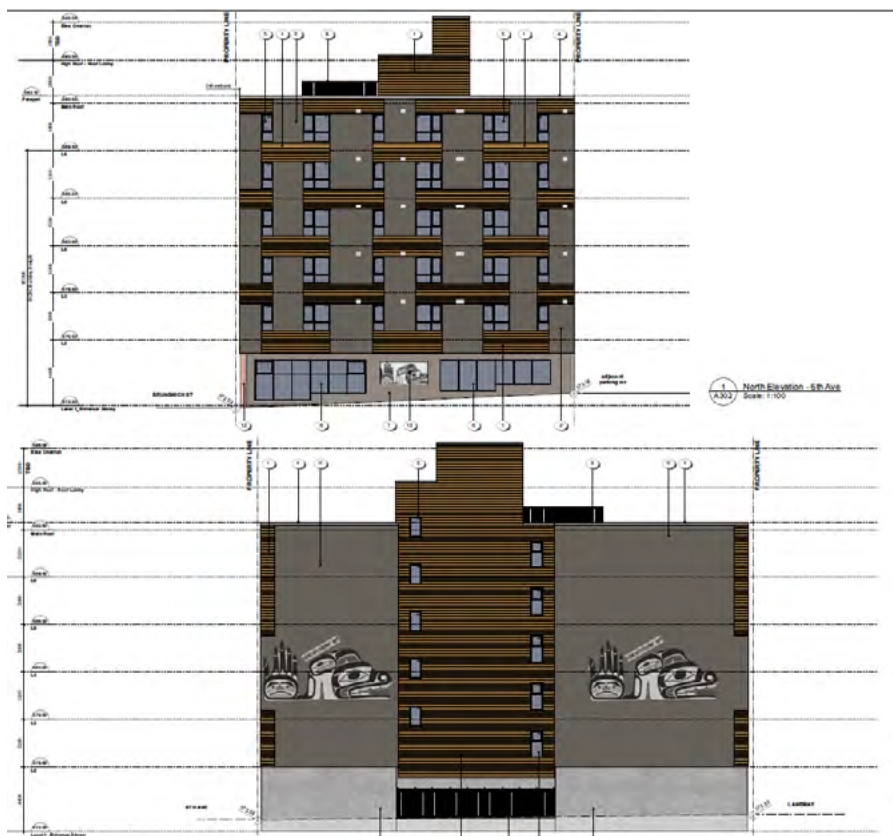
Executive Director of Housing,
Capital & Infrastructure

As we move into 2025-2026, the landscape for housing, capital, and infrastructure within CSFS and across the Nations we serve continues to evolve, shaped by both renewed government priorities and the dynamic needs of our communities. Building on the groundwork established in the previous year, our focus has shifted from foundational planning to the implementation, design, and construction of transformative projects guided by Capital Directive 41 (CD-41) and in response to new policy directions set out at the federal level.

Key achievements in 2024 laid the foundation for accelerated progress this year. Significant additional federal investments were secured for multi-year capital improvements, enabling CSFS and its member Nations to address urgent facility upgrades and to initiate several innovative projects focused on essential child and family service delivery. To support the implementation of these capital initiatives, CSFS has adopted digital tools such as Buildertrend to enhance project lifecycle tracking and financial oversight. Moving from the initial feasibility phase to comprehensive design and construction, we follow the four prescribed stages of Indigenous Services Canada's construction funding process. Our priorities for 2025-2026 include infrastructure planning for Burns Lake's Wellness Centre, central HUBS of child and family offices, and professional accommodations across the territory, and supporting our member Nations in their CD-41 applications. CSFS is revisiting the 2012 Feasibility Study in partnership with Burns Lake Band to explore a comprehensive Child and Wellbeing Centre, which will serve as a flagship serving our communities.



This year, CSFS has broadened its partnership network through new funding collaborations with B.C. Housing and the establishment of a Memorandum of Understanding with the Aboriginal Housing & Management Association. These strategic partnerships focus on tenant services and facility asset management. With this being CSFS's first social housing, we plan to expand social housing in key communities, including Vanderhoof and Burns Lake. This initiative supports the long-term vision of establishing a CSFS Housing Authority, which will serve the needs of both CSFS and the communities it represents. The housing authority strategy emphasises the integration of local knowledge, the development of a CSFS-specific landlord residential tenancy framework rooted in cultural values, and the incorporation of traditional dispute resolution practices. At every stage of our housing strategy, from project conception to operational evaluation, community aspirations remain at the forefront. The strategy is designed to ensure that CSFS addresses existing service gaps without duplicating efforts at the community level.



About the BC Housing Project:

- 45 units
 - 10 studios
 - 20 one-bedrooms
 - 10 two-bedrooms
 - 5 three-bedrooms
- This is a funding collaboration between BC Housing and Indigenous Services Canada (ISC). 25 units will be earmarked for post-majority youth. Of the total project cost, ISC committed \$5.0 million for post-majority youth housing.

TARGET POPULATIONS



Indigenous low income **youth**, young **families**, and **people with** disabilities able to live independently.

PROJECT COST

\$	\$26M
	TOTAL PROJECT COST
ft ²	\$481
	HARD CC PER SQ FT
\$	\$407
	PUPM SUBSIDY

PROJECT STATUS

	Jul 2025
	CONSTRUCTION START
	Nov 2026
	COMPLETION DATE



Background on the CD-41

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 and families compared to non-Indigenous children and families in Canada. As of today's submission, for the annual report, ISC advised that the CD-41 is still based on the need to address First Nations Child and Family Services (FNCFS) and Jordan's Principle (JP) capital and infrastructure priorities. Our department has taken a proactive role in supporting member Nations with their CD-41 applications, particularly as Indigenous Services Canada (ISC) continues to introduce more targeted policy and eligibility requirements compared to three years ago.

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 realise the mission and vision of this great organisation.

Our Mandate for Housing, Capital & Infrastructure

"Working collaboratively to provide forward-thinking, holistic supports for housing, capital, and infrastructure to meet CSFS' and the community's 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, housing development, and maintenance.
3. Strategic Alignment: Ensure that all planning aligns with CSFS's strategic goals.
4. Balancing Needs: Address immediate requirements while preparing for future demands.
5. Asset Mapping: For both CSFS and community infrastructure and buildings.

CHRT Projects

Class A, B, C, & D - Cost

Current CHRT Projects

Fleet Vehicles for 2025-2026 (51 vehicles)	\$3,060,274
Tachik Healing Centre - Construction Phase	\$29,164,807
Tachik Lake Cabins - Phase 1 & 2	\$13,884,699
960-966 - 5th Avenue - Phase 1 & 2	\$8,043,600
492 Hwy 16 West Burns Lake - Phase 1 & 2	\$2,661,010
1190-2nd Avenue - Phase 1, 2, & 3	\$13,980,215
301 George Street - Phase 1, 2, & 3	\$2,655,300
987-4th Avenue - Phase 1, & 2	\$5,043,750
970-4th Avenue - Phase 1, & 2	\$439,550
Burns Lake Wellness Centre - Phase 1, 2, & 3	\$50,053,000
Sarah's House - Phase 1, & 2	\$13,750,000
611 Brunswick Street - Phase 1, 2, & 3	\$26,800,000
Professional Accommodations - Phase 1, 2, & 3	\$10,120,000
Sk'ai Zeh Yah Youth Centre - Phase 1, 2, & 3	\$4,500,000
Birthing Centre - Phase 1, 2, & 3	\$5,540,000
Child Youth & Advocacy Centre / Child Development Centre - Phase 1, 2, & 3	\$15,063,000
CSFS Daycare - Phase 2, & 3	\$1,800,000
Gross Total Project Costs (Based on Class A, B, C, & D Estimates)	\$206,559,204



Maintenance and Asset Management

Welcome to this brief update from the Maintenance & Asset Management Department, a key part of the Housing, Capital & Infrastructure (HC&I) division.

As part of an internal realignment, Ben Berland has transitioned from the role of Director of Housing to now serve as the Director of Maintenance & Asset Management. This change reflects the organization's increased focus on proactively managing its assets—buildings, properties, and fleet vehicles—to ensure long-term sustainability and value.

The Importance of Maintenance

When we consider the total cost of a building over its lifespan, it's important to understand that maintenance accounts for approximately 80% of that cost. For example, if a building's total cost over 20 years—including design, construction, and upkeep—was \$10 million, \$8 million of that would be spent on maintenance. This demonstrates how critical it is to invest in routine and preventative maintenance, not only to extend the life of our assets but to reduce major repair costs down the road.

Growing Team & Expanding Responsibilities

To meet the increasing demands of our portfolio, we've also expanded our staff over the past year. We're pleased to welcome two new team members:

- **Ankit Kumar** – based in Prince George
- **Mathew Durocher** – based in Burns Lake

Presently, CSFS owns or leases more than 35 sites, spanning from Vancouver to Burns Lake, with many locations in between. As the number of facilities continues to grow, so does the need for a responsive and well-resourced maintenance team. Our overriding goal remains clear: to ensure that every employee and client enters a facility that is clean, safe, and well maintained.

New Maintenance Request Portal

Since April, we've introduced a centralized Maintenance Request Portal for all CSFS staff. This system replaces informal and inconsistent reporting methods such as, texts (to whom?), post-it notes, or casual conversations in the parking lot.

Now, all maintenance requests are submitted through the portal, routed to a designated coordinator, and then assigned to the appropriate maintenance personnel. This streamlined process improves efficiency, accountability, and service quality. We've been piloting the portal and so far, the results have been very positive.



Fleet Management with Fleetio

We are also excited to report that our fleet of vehicles is now fully managed through Fleetio, a dedicated fleet management software. Fleetio allows us to:

- Track vehicle maintenance schedules
- Monitor mileage and usage patterns
- Automate service alerts
- Manage inspections and documentation

By adopting this tool, we are better able to maximize vehicle lifespan, reduce downtime, and ensure our fleet remains in top working condition.

Looking Ahead

Our department is committed to maintenance and to supporting the work of CSFS through maintaining clean, safe spaces. Whether it's a community building, office, or fleet vehicle, our team is working hard behind the scenes to ensure everything runs smoothly and efficiently.

Thank you for your continued support as we grow and improve our services. We look forward to sharing more updates in the near future.





Julie Daum

Executive Director of Justice

It has been another dynamic and purpose-driven year for the Justice Services team. As we walk forward together on the path of Nation rebuilding, I remain grateful for the deep collaboration, resilience, and cultural grounding that continues to guide our work.

One of the key milestones this year was the Traditional Decision-Making Think Tank held in May 2025, bringing together CSFS leadership, practitioners and knowledge holders to collectively envision how families can be empowered to make decisions around the well-being of their own children—rooted in traditional laws, values, and practices. This initiative solidifies the groundwork in how we honour traditional governance when it comes to child safety and wellbeing.

Our Collaborative Practice and Traditional Decision-Making (CP/TDM) programs facilitated 146 meetings this year, ensuring that families, MCFD, and community partners came together in culturally informed ways. Despite staffing challenges, our team continued to rise, adapt, and lead with strength. We also expanded cultural training through staff taking the CSFS Nowh Guna' curriculum, strengthened internal mentorship, and began blending Indigenous knowledge with collaborative tools for sustainable family support models.

Significant progress has also been made in identifying a location for our Child & Youth Advocacy Centre (CYAC)—a culturally grounded, Indigenous-led space that will support healing, prevention, and intervention for children and youth. This centre will serve as a beacon of community-driven, trauma-informed care and is being designed with input from member Nations to ensure alignment with local traditions and needs.

Our Calls for Justice team remains a “small but mighty” force, advancing justice through research, advocacy, and cultural remembrance. Notable projects this year include:

- Destiny's Project, a 36-month initiative addressing gender-based violence from a Carrier and Sekani lens in partnership with UNBC.
- Preparations for the 20th Anniversary of the Highway of Tears Symposium, which will feature new community-informed research and recommendations.
- The Pillars of Hope & Strength, a commemorative project honouring MMIWG families, led by 15 Indigenous women from within CSFS and Haida artist Jim Hart.



Throughout this year, culture has remained our foundation. Whether through decision-making gatherings, legal support services, or advocacy for families affected by violence, we continue to walk alongside our communities—supporting healing, justice, and the assertion of self-determination.

With heartfelt gratitude to the staff, community members, Elders, and partners who walk this journey with us. We look forward to what we will continue to build together.

Report Submitted on behalf of:

Julie Daum
Executive Director of Justice

Justice Program

The developing Child Youth Advocacy Center will be culturally grounded and Indigenous led, a leader in this path for future CYAC's. By implementing cultural services and programming from the inception of service, this will allow the Nations' children and families we serve to have their individual needs at the forefront. Prevention, intervention, and treatment, with trauma-informed and culturally safe practices, shows to have the best outcomes.

The Calls for Justice Program along with UNBC, will conduct a research project to reflect the upcoming 20th Anniversary of the Highway of Tears Symposium. This work will feature recommendations that come directly from community members who participate in focus groups.

Special Projects, Calls for Justice 1.8 - Destiny's Project is a 36-month project to increase the ability to prevent and address gender-based violence (GBV) against women, girls, and 2SLGBTQQIA+ people; focusing on preventing violence earlier in the life cycle and from a Carrier and Sekani lens. The program has begun the internal and external literature review in partnership with UNBC.

The Pillars of Hope & Strength is a phased project and a recommendation from the 2006 Highway of Tears (HOT) Symposium to create a commemorative piece for MMIWG for loved ones to remember their missing and murdered family members. It's currently in the fabrication stage for the Pillar of Hope in Prince George and the completion date is expected for April 2026 on the 20th Anniversary of the HOT Symposium.





Marlaena Mann

Executive Director of
Communications & Technology

Information Technology

This year marks a pivotal step in our journey toward becoming a more agile, intelligent, and secure organization, one where cloud storage, data governance, and AI are not just industry terms, but powerful tools that enable us to serve our communities better and reach our shared strategic goals.

In a time when digital threats evolve daily, CSFS has taken strong, proactive measures to protect our people and information. We've implemented two-factor authentication across the organization and are preparing to introduce biometric sign-in as a future milestone. We are also proud to report a 7% increase in staff completion of mandatory cybersecurity training, as a result of targeted education and incentive programs that continue to strengthen our overall security posture.

Last year, we set a goal to improve data privacy and cost-efficiency through secure-print software. In October 2024, we successfully piloted the system at the IWA building. The Delegated Child Welfare program has since confirmed its effectiveness, leading to broader implementation and cost savings of over \$40,000 to date.

We are proud to report that CSFS is now on par with leading non-profit organizations in its adoption of Microsoft Office 365 with nearly 580 staff devices migrated and fewer than 20 remaining. This milestone enables CSFS staff to work securely from virtually any location, supporting mobile service delivery and preparing us for the responsibilities of future jurisdiction.

Our next major focus is implementing our data governance, organizing shared folders and access levels in the cloud. This initiative will enhance collaboration, improve data security, and support cross-functional work across the organization. It also establishes the foundation needed for the safe and responsible adoption of artificial intelligence.

As part of our commitment to becoming a true center of excellence to support CSFS member communities, the IT department has welcomed a new Support Analyst, Justin Cundy. Once fully trained, Justin will begin engaging with community designates to help strengthen local technology infrastructure. He will act as a technical liaison, assisting with network design, implementation, and procurement using best practice in the industry, as well as access to Indigenous-led technology programs and CSFS vendor partnerships.

Through smart financial decisions; including renegotiating our TELUS contract, switching SOC vendors,



transitioning help desk platforms, and phasing out unnecessary Zoom licenses, CSFS has saved over \$500,000 on IT costs. These savings have been reinvested directly into IT staffing and infrastructure improvements to meet the growing IT needs of the organization. Improvements have included hiring an IT Project Manager, an Office 365 Administrator, and an additional Help Desk Support Technician, with a future administrative position in cue - each playing a vital role in supporting organizational goals and community services.

In summary, the CSFS IT program has evolved into a strategic partner in empowering staff with secure, modern, and mobile-ready tools that enhance our ability to serve member communities. By aligning technology with our mission, we're not only improving how we work, but also supporting the broader goals of service delivery, and Nation-led innovation. Together, we are building a stronger, more connected future for all those we serve.

Communications



When our stories are shared, our spirits are strengthened. When our voices are heard, our communities grow stronger. At the heart of CSFS Communications is the belief that connection is not just important—it's essential. CSFS Communications plays a pivotal role in supporting the goals and serving the needs of CSFS member communities. We work behind the scenes to help programs communicate clearly and effectively through planning, messaging, campaign development, media coordination, and brand management. Everything we do is grounded in one purpose: to help CSFS programs meet the needs of the people we serve.

As a developing centre of excellence, we are proud to provide training, support, and share best practices to communications representatives from each CSFS member community. The Communications Community of Practice meets quarterly and are continually growing this network of local professionals. Through collaboration, we aim to ensure our collective communications efforts are meaningful, effective, and aligned with the goals of each community.

Our communications team supports CSFS programs through a range of core services:

- Communications strategy planning and delivery
- Website management and regular updates
- Active social media presence on Facebook, Instagram, LinkedIn, TikTok, and YouTube
- Production of the Goozih Dust'lus newsletter, published six times a year and sent by email or mail to community members
- Government relations support, including sharing announcements, hosting and promoting ministerial visits, and coordinating political engagement events

Each of these efforts are designed to ensure that timely, accurate, and respectful information reaches those who need it—across all levels of our organization and communities.

As CSFS advances in key areas like Jurisdiction and child safety programming, strong communication is more important than ever. To support this, we have welcomed a dedicated Change Management Specialist. This role will help programs ensure that transitions, whether new systems, programs, or structural changes, are implemented smoothly with minimal disruption. It will also ensure staff and programs stay aligned, informed, and ready to adapt, allowing CSFS to continue delivering high-quality services throughout times of change.

This year, we completed an external communications audit to assess our readiness for upcoming changes, particularly those connected to child safety and jurisdiction through Carrier law. Key findings emphasized the need for CSFS Communications to evolve into a strategic partner role by:

- Empowering staff to take on routine communication's tactical tasks (e.g., poster creation, collecting photo and video clips and drafting social media updates)
- Expanding access to communications tools across the organization



- Allowing communications staff to focus more energy on supporting programs to meet strategic goals and address issues using strategic, long-term planning, and high-impact campaigns

These changes will help ensure that communications not only support but drive the achievement of our organizational goals—and, most importantly, that our services continue to meet or exceed community expectations.

Recent strategic communications initiatives have already shown strong results:

- The Sus yah intranet has improved onboarding and access to information for new staff, leading to increased satisfaction and greater awareness of CSFS strategic goals and values.

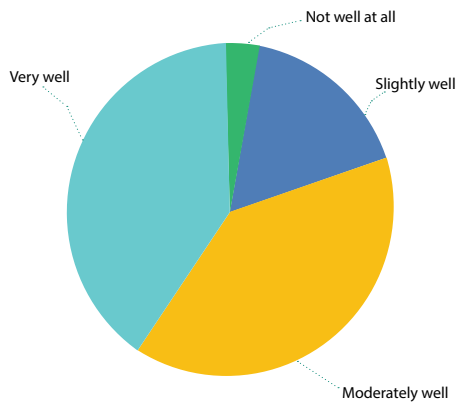


Figure 6 - From the 2025 Communications Audit

Q20 How well do you feel current organizational communications (e.g., website, social media, internal messages) reflect Indigenous values and connection to the communities CSFS serves?

- Our “Practice Differently” recruitment campaign has significantly boosted job applications, helping to attract top talent.
- The “Healing Hands” awareness campaign, created to raise visibility of CSFS services available to community members, has received a positive response across our regions. We are in the final stages of this campaign, and will evaluate its impact and report our findings.

“I’m very appreciative of the counselling services, medical services and my GP [general practitioner] Dr. John Pawlovich.” – Patrick Stubbington, Saik’uz First Nation.



In summary, CSFS Communications is a growing strategic partner and an essential part of our shared success. By strengthening internal and external communications, providing effective tools, and elevating community voices, we help ensure that every program can meet its goals and that every story can be heard. Together, we are building a stronger, more informed, and more connected organization and services.





Mary Teegee-Gray

Chief Administrative Officer, Child
Family Policy & External Relations

Carrier Sekani Family Services (CSFS) has delivered child, family, and health services to 11 member Nations for more than three decades. During this period, CSFS has established itself as a leading example of effective service delivery, guided by its life cycle approach. This approach is grounded in the understanding that the foundation of a healthy community begins with a healthy baby, who will grow into a healthy child, a healthy adult, a healthy parent, and eventually a healthy Elder.

CSFS's programs are built upon a holistic vision of well-being, encompassing physical, social, emotional, mental, and environmental dimensions. By integrating health with child and family services within a single organization, CSFS is able to fully embody the principle of holism and provide comprehensive support to the communities it serves.

In alignment with CSFS's commitment to holistic and adaptive service, I have recently transitioned into the role of Chief Administrative Officer of Child and Family Policy and External Relations. While my responsibilities have expanded, I remain closely involved with the Child and Family Department and Jurisdiction, continuing my advocacy at both provincial and national levels to ensure the voices and priorities of our children, families, and Nations are represented and addressed.

As we prepare for the implementation of Carrier Sekani laws, we recognize that this transformative period will require thoughtful, methodical change. The development of the Child and Family Department has always been grounded in the vision of resuming jurisdiction. Our proactive creation of prevention programs reflects our longstanding commitment to community well-being. Building our organizational and community capacity remains vital as we move forward to enact and uphold our own laws.

For 2024, our team has focused on several key initiatives: expanding media outreach, enhancing community education efforts, and providing direct support for applicants. A significant milestone is the Compensation Final Settlement Agreement, recently approved by the Federal Court, with roll-out starting on March 10, 2025. This process will enable all eligible First Nation claimants from the Removed Child and Removed Child Family class to apply for compensation. To support this, CSFS has established a multidisciplinary team dedicated to distributing informational materials, hosting webinars, organizing drop-in sessions, and delivering financial literacy workshops.

Additionally, it is important to note that Indigenous Services Canada (ISC) has revised the distribution of nation-based funding this year, resulting in an increase in prevention funding allocated directly to Nations, while agency allocations have decreased. This shift underscores the need to continually adapt our strategies to best support our communities and fulfil our mandate.





This year, we have taken significant strides to strengthen the foundations for our children's well-being and future. We successfully completed the CHRT funding applications and have invested in several new buildings to establish a flagship Child Development Centre. This Centre will serve as a welcoming space for both a day care and a dedicated Child and Youth Advocacy Center, ensuring that support, care, and empowerment are woven into the daily lives of our youngest community members.

In July 2024, the BC Representative for Children and Youth (RCY) released the "Don't Look Away" report. This report told the tragic story of a young boy's death while in the care of a relative. The report calls for continued vigilance and systemic reform in child welfare. Recommendations from this report highlight the need to ensure we have a comprehensive plan when transitioning from the Provincial child and family laws to our own Carrier Sekani laws.

In October 2024, the National Chiefs Children Commission (NCCC) was created in order to provide oversight and guidance of the LTR negotiations by directing the AFN's actions, support, and participation in all aspects of the LTR, including, but not limited to, negotiations and litigation.

The Commission was established by First Nations-in-Assembly, and is accountable to the First Nations-in-Assembly, First Nations youth, and First Nations in Canada who are not members of the AFN.

The AFN is expected to act in accordance with the directives and strategic guidance provided by the Commission as well as collaborate on ongoing litigation, provide strategic direction and oversight to ensure alignment with the overall goals of the LTR.

Much work has been completed in a very short time by the Commission, including the development and approval of the NCCC Terms of Reference and the Negotiation Team Terms of Reference. The Commission has also provided letters to Canada proposing a pathway to negotiation.

With this guidance in mind, we renew our collective commitment to community-led, culturally grounded child and family services. Every initiative, every step forward, is guided by the wisdom of our Elders, the passion of our advocates, and the aspirations of our children and families.

Musi, Sna Chal yah, thank you for entrusting me with the privilege of walking this path with you into a new era of self-determined child and family services. My heartfelt gratitude extends to the Board, our leadership, and to every member of our community for your steadfast support. Above all, I honour our dedicated staff, whose compassion, dedication, and vision continue to inspire and uplift our mission to strengthen our children, our families, and our Nation.

Mary Teegee-Gray (MBA) Maaxw Gibuu

Chief Administrative Officer, Child & Family Policy & External Relations



EARLY CHILDHOOD DEVELOPMENT

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 Whut'en, Lake Babine, Yekooche, and Burns Lake.

Our program views culture as integral to the health and well-being of the children we serve. We seek to educate ourselves on each Nation's individuality and local traditions. We assist in community events whenever possible to build connection and trust with community members. 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 each community's culture and traditions. ASCD workers are partnering with a community member in Saik'uz First Nation and Takla First Nation to learn the Dakelh dialect. They will use the Carrier word for the animals in the Moe the Mouse Program. This program teaches children about initial speech sounds. ASCD hopes to use a new resource called Language Pens to record the correct pronunciation and share in their programming. We hope to get started on implementation in September of 2025.

The Aboriginal Supported Child Development program provides flexibility in providing support workers at the Head Starts (as needed). We can hire them directly or allow the Nations to hire their own support workers and provide the funds through contracts. This flexibility promotes organizational capacity. We currently have support worker positions in Burns Lake, Stelat'en First Nation, Saik'uz First Nation, and the Hohudul'eh Bayoh Headstart.

The Aboriginal Supported Child Development Liaisons provide support to Head Start, families, and support workers. The liaisons seek to provide strength-based programming. They provide resources that promote inclusion and encourage participation in all the center activities. The liaisons are advocates for children in a variety of settings.



The Aboriginal Supported Child Development program is committed to partnership and collaboration. They collaborate with a variety of supports that connect the family to necessary programming within the community. We aim to support Head Start centers 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. The program supported 50 clients and their families in the 2024-2025 year. Furthermore, ASCD has delivered several group programs to local centres, including the Kimochis program. This is a social-emotional program that promotes and builds on children's knowledge and understanding of emotions.

Served 50 Clients



Best Beginnings Outreach Program

Over the last year, the Best Beginnings Outreach Program (BBOP) has continued to focus on providing high-quality family-centred holistic therapy services. Through prioritising consistency and creative relationship-building opportunities, BBOP was able to increase the number of children aged 0-7 seen by our therapy service provider team. Our team currently includes Occupational Therapists (OTs), a Physiotherapist (PT), Speech Language Pathologists (SLPs), a Behavioural Consultant (BC), Rehabilitation Assistants (RAs) and an Early Years Outreach Worker (EYOW). Items of note were:

- Between 1st April 2024 and 31st March 2025, the BBOP program provided therapy-based supports to 124 unique clients, 88 of which accessed supports from more than one therapeutic provider.
- Having Rehabilitation Assistants (RAs) on staff has been paramount to creating connections and consistency with families and community care providers in-between Therapist visits. The RAs have been making weekly visits to Headstart and Daycare centres in our communities, running group sessions in collaboration with community staff and also connecting with families through home visits.



- We continued to be able to contract an OT to travel from Smithers to conduct in-person sessions in communities, bringing along a highly trained Lions Foundation Therapy Dog named Bonny, who is increasingly popular among BBOP clients.
- Continued use of virtual therapy options when warranted, i.e., when there is a lack of local therapists available. Virtual therapy sessions have proven beneficial in more remote communities where a support person is available in the community to set up, supervise, and implement therapy activities.
- We have been implementing regular collaborative meetings with the Aboriginal Supported Child Development (ASCD) team at CSFS. These meetings help prevent overlap or duplication of services between the two departments and provide areas of focus for each client in the form of a planning and goals document. These are then used in collaborating with centres.
- We recently partnered with SD91 to provide a school bus field trip experience for children who are transitioning into Kindergarten in the coming September. This was a positive experience for everyone and will repeat next year.

In addition to Therapy services, BBOP provides Early Years Outreach support to several communities. Some highlights include:

- Collaboration on a project with School District 91, the Link, and Cheslatta Carrier Nation to complete an addition to the Grassy Plains School building. This addition will be an Early Years Wing, with purpose-built space for a daycare, Headstart, and before-and-after-school care. Construction has been progressing well and will likely be completed by September 2025. CSFS and Cheslatta Carrier Nation are working together to secure licensing approval and operational funding for a Fall 2025 launch.
- The Early Years Outreach Worker (EYOW) based on the Southside ran multiple weekly drop-in group programs in collaboration with Cheslatta Carrier Nation staff.



Canadian Prenatal Nutrition Program

The Canadian Prenatal Nutrition Program (CPNP) works in close partnership with St. John's Hospital, Vanderhoof Health Unit, and in collaboration with the Maternal Child Health program, to deliver comprehensive support to families. This integrated approach enables the provision of expert guidance on breast/chest feeding and infant nutrition, as well as emotional support to help families navigate the significant adjustment of welcoming a new baby. CPNP continues to make a positive impact through its collaborative efforts with hospital staff and community organizations. By providing informative sessions for hospital staff, CPNP has achieved successful outcomes for program participants and staff alike. Furthermore, the CPNP worker facilitates valuable workshops on breast/chest feeding and infant nutrition for the Maternal Child Health team in Vanderhoof, promoting a comprehensive approach to maternal and infant care. The program's excellent working relationship with St. John Hospital and CSFS has paved the way for an exciting future initiative: establishing St. John Hospital as the birthing center for nearby rural communities, ultimately enhancing the birthing experience and supporting a smooth transition for new families returning to their communities.

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 old.

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 have received support and information through home visits, hospital visits, and group sessions. This has been done respectfully, encouraging families to embrace their cultural traditions and values. The CPNP worker incorporates these values into approaching childbirth classes, newborn and postpartum care, and feeding strategies whenever possible. This allows parents the freedom to move forward confidently in a good way with values they want to instill in their own families.



The CPNP worker has regularly facilitated prenatal classes and breast feeding/chest feeding in-services; this has ensured that staff keep up to date and are aware of how to implement best practices.

The CPNP worker provided personalized guidance and support to each participant based on their unique needs and circumstances. She is culturally sensitive to participants' diverse backgrounds, values, and beliefs. She has collaborated with other community healthcare providers to ensure thorough care and support. She is participant-centered and prioritizes participant needs, preferences, and values in all aspects of care. The worker has invested her time in training to ensure she is meeting her responsibilities in her role. Recent training completed includes Newborn Assessment Infant Growth and Development through Lactation Education Resources, CPNP project training, and a FASD training.



We have diligently 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. This year, we were not able to apply for the Northern Health Imagine Grant funding, which hindered the Summer Wellness Program picnic lunches and community kitchen events addressing food security and nutritional value.

The CPNP worker has also encouraged and supported program participants to attend community events such as Library Rhyme Time, Strong Start, and the Toy Lending Library. The CPNP program has fostered active participant engagement and empowerment through education, support groups, and peer mentorship. By implementing these best practices, the CPNP has been successful in providing 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 and Stellat'en, in addition to Mouse Mountain School for children under the age of seven. The goal is to reduce barriers to dental care and improve accessibility. Children are treated with respect and kindness to help the experience be positive.

The Children's Oral Health Initiative (COHI) Aide connects with the cultural support person at the Mouse Mountain School. Culture and individuality are respected and honoured. The program implements 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 takes 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 upon initial screening. After the initial screening takes place, they get seen for fluoride varnishes every three months. On each visit, they receive a new dental package.

The COHI program successfully delivered four varnishes a year and quarterly check-ups by the dental hygienist.



Stats

Children supported in the 2024/2025 year:

Nadleh	21
Stellat'en	20



Early Years Preschool

The Early Years Preschool offers play-based learning and seeks to implement best practices as we create an engaging learning environment that respects diversity while promoting inclusivity. We also strive to provide 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 showcase 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.

**Supported
38 clients**

We provide a much-needed service to the community by providing forty preschool spots per year. This program plays a crucial role in kindergarten readiness for these early learners. The preschool goes on many local field trips. They visited the Co-Op grocer and toured the dairy and meat department. They also visited local farms and interacted with a variety of animals, such as dairy and beef cattle, in addition to touring the ambulance, police, and fire stations. The children were able to go to the local library for a literacy circle throughout the year and enjoyed the opportunity to go on a school bus ride.

The preschool engages the children with many local agencies and connects them to their community. The preschool collaborates with Thomas Robinson Consulting for children who may require additional support. Some children are provided with a support worker by Thomas Robinson. Our educators work alongside the agency to adapt our programming to foster inclusion for the child's diverse needs. Thomas Robinson provided circle times that taught the Kimochis Program. This is a social-emotional program that teaches children about emotions and builds on the understanding of 'hard-to-have' feelings.

The preschool collaborates with the Northwest Child Development Center, engaging with the Speech Language Pathologist and Occupational Therapist. Early screening takes place at the beginning of the year, and the children are referred to the NWCDC if they need ongoing support. The preschool program is unique in the many ways it connects children and their families to the town of Vanderhoof.



Hohudul'eh Bayoh - Indigenous Head Start



Hohudul'eh Bayoh Indigenous Head Start has had a busy and productive year. Both the Infant/Toddler and 30-month school-aged programs have been operating at full capacity and under regular hours, 8:00 – 4:30. Two educators went on maternity leave, resulting in a reduction in child enrolment in the Infant/Toddler room to allow for educators to work under staffing exemptions, while they complete their schooling. In total, with the support of the Aboriginal Head Start Association of BC, the centre has had three employees complete their Early Childhood Education certification, and two more are working to complete theirs as well.

This year we served 19 families and supported them by providing four hampers throughout the year. The hampers are handed out during winter and summer solstice, and spring and fall equinox. Hampers have included food, emergency supplies, seasonal activities, and gift cards. Families are always thankful for the thought and care that goes into the hampers provided.

The centre received a grant from The Aboriginal Head Start Association of BC and purchased some new play centres for the playgrounds, as well as some rearranging of the play spaces. The children have swings, a large slide, and climbing areas to help enhance their outside play experiences.

An Elder from Saik'uz First Nation has been attending our centre on occasion, sharing stories, songs, and dances with the children, bringing a stronger connection to culture and traditional practices. The centre has hosted a handful of family luncheons, inviting parents, extended family, and caregivers to join the programs in a tasty lunch together. Another exciting milestone was celebrating five years of operating the Head Start. A luncheon was shared with the community, the families, and Carrier Sekani Family Services programs.

The team was able to travel to Richmond, B.C. to attend the ECEBC Conference in the spring, and the cook was able to visit two urban Aboriginal Head Starts in the Vancouver area. Ideas were shared and memories made as a team.

The Head Start will continue to build their capacity through supporting additional staff to complete their Early Childhood Diplomas and provide opportunities for on the land activities for our families.



Little Angels Daycare

Little Angels Daycare is a licensed community daycare center in Ts'il Kaz Koh for two different age groups. We are a culturally diverse center offering a variety of cultural activities, including the Burns Lake area, Dakelh, and Nedut'en Carrier language and culture.

Little Angels Daycare is a full inclusion center, offering space for children of all abilities. In 2018, the daycare became one of the original 50 in the province to be awarded the \$ 10-a-day funding through the Ministry of Education and Child Care. The Centre provides care to 30 children daily: 18 children ages 3-5 years, 12 children ages 0-3 years, and 32 children on the waitlist. There are currently 10 staff members employed through the program. Two additional Aboriginal Supported Child Development workers work full-time with the children in the daycare. The program collaborates with a multitude of programs for the parents to access services while their children are attending daycare, including CSFS Early Years programs such as the 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 Development, Jordan's Principle, Dolly Parton's Imagination Library, Food Bank, and many more.

Little Angels Daycare has been providing opportunities for community members to do their practicums for Early Childhood Education certifications. We have been able to take on several students 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.

Some special events that we were able to offer to promote culture and increase relationships with our families were Christmas dinner, Easter egg hunt, numerous field trips, Spirit Bear Tea and many other special days to celebrate holidays.



Maternal Child Health

This past year, we continued to be dedicated to enhancing awareness of the Maternal Child Health program and, as a result, have seen the program expand exponentially by welcoming three additional members to our team, one in Takla, one in Prince George, and Vanderhoof to help streamline the workload. This has allowed us to expand our service areas, including Takla, Nadleh, and Stelat'en. This increased the number of families we support in the community, helping to encourage families to be self-sufficient in preparing and caring for their children. Our team has been working to establish connections in the community and build relationships by engaging with Elders, attending cultural camps, and providing culturally focused activities, weekly groups, and workshops. The goal is to ensure that all families with children aged 0-6 years old receive our services.

Our Prince George team, in collaboration with Central Interior Native Health, Phoenix House, Harmony House, Positive Living North, the Family Preservation Outreach team, and other community resources, contributed to and participated in the So Kwun be Nawhenije (Healing Fire). Warm food is offered and served, while cultural knowledge, smudging, clothing care packages, and safe supplies are available. The MCH manager attended the Takla Westarm and the Noostel Residential School Knowledge Sharing event to support with caring for the children while families attended the event in their healing journey. The MCH team collaborated with other programs to support and facilitate three Baby Welcoming Events in three communities.

We continue to deliver community kitchen in several communities 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 and aprons, drum-making, and beading.

The Maternal Child Health team continues to facilitate parenting sessions in communities in conjunction with Elders and Knowledge Holders. These sessions aim to start conversations about traditional parenting practices and affirm parents and caregivers in their positive relationships, while connecting parents and caregivers with the Elders and Knowledge Holders in their communities.

Maternal Child Health has provided high-quality services and support by ensuring services are adapted to suit individual needs. We are attending partnership meetings with the Nations 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. In the urban setting, the MCH team collaborates with other departments to strengthen the quality of wraparound care for the families they serve. We have been successful in collaborating with Housing, Family Preservation, Collaborative Practices, Community Development, and community health staff.



Middle Years program

Through 2024-2025, the Middle Years program has supported Nation rebuilding with a collaborative approach between Nations and CSFS staff with Yinka Dene camps, cultural, seasonal activities, and age-specific groups that navigate social and emotional development. Through the spring and summer months, we supported Nations in their training, planning, and facilitating of Yinka Dene camps. Equine sessions run throughout the year in various locations. Having multiple facilitators helps us connect with children in many communities and the children who may live off reserve. During the school year, the Middle Years team has worked with School Districts 57 and 91 to support the 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 such as spring break, Pro-D days, Christmas, and summer holidays.

The Middle Years program ensures that Carrier and Sekani culture is the foundation of our services. Language is embedded into activities, i.e., using traditional words for numbers, weather, money, emotions, and nature. Many community members and Middle Years staff teach the children about specific community traditions such as their songs, bah'lats (potlatch) protocol, and 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 had significant growth in capacity and development. All positions were filled, and a summer student had been rehired. We are constantly developing professional and personal skills to sustain a healthy work-life balance. The team has participated in and completed impactful training such as Nowh Guna' training, Mental Health First Aid, ASIST training, Class 4 driver's training to transport more children, various neurodivergent trainings, Teacher Talk Training, Circle of Security Training, and Non-Violent Crisis Intervention training. Also, the team has attended conferences and workshops such as Tending to Trauma, BCACCS, Our Children Our Way conference, and OT training.

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 5-12. 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.



Data

- **Work with three different equine facilitators:**
 - Fort Fraser
 - Vanderhoof
 - Prince George
- **Five schools participate in equine groups:**
 - W.L. McLeod Elementary
 - Evelyn Dickson Elementary
 - Fraser Lake Elementary
 - Sinkut View Elementary
 - EBUS
- **Groups and one-on-one support sessions are held at two schools in Vanderhoof and two schools in Prince George,**
- **Provide general physical literacy sessions to children that benefit from a safe, physical outlet ,**
- **Facilitated age-appropriate financial literacy workshops for children,**
- **Provide one-to-one support for children that need individual support.**
- **Nadleh, Stellat'en, Saik'uz, Yekooche, Takla, and Wet'suwet'en, collaborated with CSFS/United for Literacy in the Yinka Dene camps:**
 - MY and Nadleh community members facilitated camp in community
 - MY facilitated camp in Wet'suwet'en
 - MY facilitated camp days in Yekooche
 - MY staff facilitated Yinka Dene camps for children in Prince George
 - MY facilitated camp in Stellat'en



Niz Widizlih Head Start Outreach

Niz Widizlih (translates to “in the future”), Head Start Outreach Program has been with CSFS since May 2023. At the beginning of the year, the program was only running at half-capacity due to staffing issues. However, in October, we were successful in hiring a full-time staff member for the position.

The Indigenous Head Start program has made significant strides in aligning with our organizational priorities, advancing our community’s goals of Nation rebuilding, preserving culture as our foundation, strengthening organizational capacity, and providing innovative and high-quality services.

Throughout the year, we engaged families in cultural activities such as making dandelion salve, natural bug spray, drumming, and Neem salve. As well as learning about multiple different cultural practices such as birch water, Bah'lats, traditional medicines, traditional foods, clan systems, and who the surrounding Nations are in our area.

In May, we focused on Spirit Bear, aligned with Jordan’s Principle, and were able to bring in families to participate in a tea party and learned about how Spirit Bear originated. Families were also given the Spirit Bear books.

Our program has been helping families connect with local service providers to ensure that the children’s developmental needs are being met and families are feeling supported. In March, we were able to partner with Family Preservation and Wet’suwet’en to deliver the “Bringing Tradition Home” parenting program. We had twelve families participate in the program.

Other activities that have taken place are field trips to Spirit Square, Kager Lake, and Sauls Creek to do on the land activities. Our Outreach worker was also able to complete many outreach sessions with families in places of their choice.

These initiatives underscore our commitment to holistic child development, cultural continuity, and community empowerment, achieving milestones that resonate deeply within our Indigenous community. Through innovative programming and collaborative engagement, we continue to build a resilient foundation for future generations.



YOUTH SERVICES

The Youth Services program supports youth aged eight to twenty-nine years old in Prince George, Vanderhoof, Burns Lake, and our 11 member Nations. Our programs help youth establish strong cultural ties, foster healthy relationships, and develop life skills that enable them to reach their full potential. We provide year-round programming, including Walk Tall afterschool programs, life skills workshops, one-to-one youth support, and cultural, recreational, and educational opportunities.

Youth Services is expanding its operations better to serve the youth in all CSFS member Nations. We are currently hiring Youth Services Workers for each community, who will work in collaboration with Youth Services staff in urban centers. We continue to meet with each community to identify ways to develop community-based youth programming in partnership with the Nations. Our community-based staff team is pleased to collaborate with the Nation's staff in delivering events, workshops, camps, and youth activities throughout the year.

The Youth Services team hosted a Youth Leadership Workshop in March 2025, welcoming youth and Elders to share a space of collaboration and discussion over the three-day event. The workshop featured presenters who covered topics such as holistic wellness, self-esteem, public speaking, and conflict resolution. Youth participated in and presented group projects with Elders to strengthen their leadership skills and recognize the ways they are leaders in their communities. The Youth Leadership Conference offered a platform for young people to connect with individuals from diverse communities and realize their collective power as both individual leaders and a unified group, supporting one another through shared goals and visions for the future.

One participant shared about their experience, stating, "The leadership workshop made me feel brave. I had to face my fears because I wanted to overcome them and show who I am and where I come from. It made me feel safe and welcomed."

Our annual Bah'lats Niwh Hiskak Habibeh (Potlatch for our Children) took place in the summer of 2024. We had over 100 attendees. The yearly teaching potlatch is an event that honors the traditional governance system of the Carrier people. Our teaching potlatch is delivered in a style that welcomes youth to the experience of learning the potlatch system by celebrating their accomplishments, gifting, and teaching them about witnessing. At the same time, respected hereditary chiefs share teachings about the protocols and history of the potlatch system.



Burns Lake

The Burns Lake team is eagerly looking forward to co-locating with the newly built Burns Lake Foundry in the fall of 2025. Our Burns Lake Youth Services team is pleased to introduce its new Manager, Brittany Phair, who is working to expand operations and hire additional staff to offer more services and programs to youth in Burns Lake and the surrounding Nations. Our Standing Strong program focuses on empowering young adults 18-29 years old, and was successfully delivered in Burns Lake, allowing participants to learn life skills and increase their self-esteem and confidence. Current programs offered in Burns Lake are Hang Out Zone (Grades 8-12), Standing Strong (ages 17-29), Jr. Walk Tall (ages 8-12).

Vanderhoof & Syoh

Syoh Youth Centre continues to be a favourite hang-out for youth in Vanderhoof and the surrounding area. Syoh offers a drop-in lunch program, which sometimes serves over 100 youth, as well as an equine-assisted learning program, Walk Tall groups, field trips, and sports camps. Syoh is proud to have a new Youth Advisory Council, comprised of enthusiastic youth who contribute their input and share ideas for the ongoing development of more youth programs at Syoh. This Youth Advisory Council is still accepting new members, so spread the word to future leaders in Vanderhoof, Saik'uz, Stellat'en, and Nadleh. Syoh is implementing the PRIDE group to create a safe space for LGBTQIA2S+ individuals and their allies, focused on creating safe, supportive environments for LGBTQ2S+ Indigenous youth to explore their identities, build community, and access resources.

Prince George - Sk'ai Zeh Yah

Skai Zeh Yah remains a safe space for vulnerable youth in Prince George, celebrating five years of service in November 2025. The center provides opportunities for youth to access basic needs, including warm meals, showers, rest space, laundry services, and a telephone. Skai Zeh Yah staff and local Knowledge Holders offer cultural activities, including medicine making, drumming, moccasin making, and burning ceremonies. Sk'ai Zeh Yah's Intensive Youth Social Workers provide client outreach services to support youth in accessing treatment, housing, primary care, mental health services, and employment. The staff collaborates with the CSFS Primary Care team to provide primary care services at Sk'ai Zeh Yah, including Opioid Agonist Treatment (OAT) and other harm reduction supports.

Prince George – Niwh Hiskak Habibeh

The programs offered at Niwh Hiskak Habibeh are Walk Tall, Youth Support Services, beading groups, Youth Food Bank, Youth Advisory Council, Nk'esiyy "I Love You" PRIDE Group, Wise Ones Study 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 is open to children, youth, parents or caregivers, and siblings. All other groups and services are open to kids and youth aged 8-18 years and are available upon referral, including self-referrals.



Our Youth Services Team is grateful to have the support and guidance of our Cultural Programs Coordinator, Barby Skaling, and our Senior Cultural Advisor, Gloria Gerow. Barby supports many CSFS programs with cultural activities and events. 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 family diagrams. Barby and Gloria strengthen our services and help us ensure that culture is our foundation while we work together to empower future leaders.

Our Youth Services team provides youth empowerment services in safe, welcoming spaces that embrace youth engagement. Our programming instills cultural pride while actively participating in reconciliation to create brighter futures for Indigenous youth. We look forward to continuing to collaborate with CSFS member Nations and staff to offer innovative and accessible youth services in the year ahead.

New program announcement!

Land-Based Grief & Loss Program for youth impacted by the opioid crisis.

We were successful with our application to the Community Action Initiative for our proposal to offer land-based grief and loss programming specifically for youth impacted by the opioid crisis. The program is set to begin its implementation in Vanderhoof and will be delivered in Prince George and Burns Lake in 2026 and 2027.

Youth Quotes:

We had a Bah'Lats ceremony. I've been to many real ones before, so I already knew most of what they were saying. But I learned that even if you're a hereditary chief, you can't move spots after the Elder has seated you, which was new for me. I also met a hereditary chief from my family that I hadn't met before, which was nice.

– Teaching Bah'lats Attendee.

If there's one thing that I realize in Carrier Sekani is that there is always someone there for you, and who cares. I was truly struggling with my mental health, and when I was admitted to the hospital, one of the workers came and visited me and we played games. It was a small thing, but to me, it made my day. I also got a card from Carrier Sekani, telling me that they were proud of me, for reaching for help when I truly thought I wasn't going to stay in the world. I truly did grow when I came into Carrier Sekani.

- Anonymous.

I did a presentation with my Youth Advisory Council (YAC) companions. We were nervous, but we shared how YAC has changed our lives, how we never feel alone, and how much fun we have at our meetings. We also support one another.

– YAC Member



Community Development & Culture Language Programs

Our Community Development Department is a dedicated team comprised of Community Service Planners and Cultural Coordinators. We are committed to each of our 11 member Nations. Our focus is Primary prevention services that are in collaborations with each Nation, we align with a community-centered approach to prevention programming that has included the ongoing promotion, public awareness and education of traditional ways of being, healthy families and child development. We have witnessed communities lead activities and services in traditional ways that have nourished their members for healing, cultural engagement, connection, and a sense of belonging.

Each of our 11 member Nations has a dedicated Community Service Plan and Planner to help support the design and delivery of each of their community responses. Over this past year, we have supported Nations as they have collaborated with CSFS for primary initiatives in their communities that included:

- Supporting Prevention through Wellness and Resilience Activities/Programming
- Keeping Children and Families Safe
- Advancing Food Security & Cultural Reclamation through Traditional Harvesting
- Cultural and Community Integration
- On-going targeted services to Children and Youth

This is translated into communities as: youth/family/ cultural support workers, community events, social/

recreation opportunities, cultural programming and operational/infrastructure supports.

Our planners also engaged with community prevention staff around the evolving and changing landscape of child and family services that supported the member Nations with reporting, planning and proposal development.

Our Culture and Language team worked closely with Nation staff in the delivery of cultural programming in communities. Our driving force for this is the notion that children from the territory will know who they are and where they come from; have increased opportunities to be connected to their land, culture, tradition and with their language. Our Culture and Language Team worked with Nation staff members, Hereditary Chiefs, Matriarchs, Elders and knowledge holders to ensure that children and families have increased access to culturally safe and holistic teachings that are Nation specific.

In the last year we have delivered numerous sessions that range from: Carrier Language, Potlatch sessions, medicine teachings, Elder/Youth knowledge sharing, drumming, singing, dancing, beading, hide work, hunting, gaff hook making, gill net preparations, cultural camps and fish camps. Additionally, our Cultural Coordinators were often on hand to lend support during community lead events for holidays and community celebrations.





Matthew Summerskill

Executive Director Community Nursing
Services & Mobile Diabetes Telemedicine Clinic

It is my privilege to present the Community Nursing Services and Mobile Diabetes Telemedicine reports for this year. These reports highlight significant progress made by our nursing, diabetes, and care aide teams in delivering high-quality patient care, prevention, and education within our nations.

Community Nursing Services

Nursing has had a very active rebuilding year with several changes. In January, Judith Sandford retired as nurse manager and Shawna Brook was hired as nursing director. Shawna brings years of nursing experience as an indigenous nurse and has played a pivotal role in restructuring our nursing team. I would also like to acknowledge our very strong community health nurses and care-aides for their dedicated work in our communities.

Our most significant highlight this past year has been attainment of 100% staffing within our nursing and care aid positions; many of these positions had been previously vacant for some time. Importantly, these positions have been filled by predominantly northern based and non-agency applicants. Our commitment to having these positions filled with high caliber consistent nurses and care-aides will undoubtedly lead to improved health outcomes for our nations due to improved continuity of care.

Most notable department improvements over the past year:

- More 1-1 time with clients due to increased staff presence – foundational
- More frequent connection for chronic care support in community
- Reestablishing immunization programs to support informed decision making
- Wound care now managed in community, not emergency rooms
- Improved in-community prenatal supports
- Foot care nursing every 6 weeks in community
- Helping elders manage home environments for increased safety - care aides assisting in getting to doctors' appointments and lab appointments
- Increased targeted community education (TB, harm reduction, etc.)



- More nurse medication support for mental health and addictions
- Increased advocacy for those awaiting long term care placements
- Increased referrals to physiotherapy, physicians, cardiology, diabetes, etc.
- Supporting an increased number of children with complex medical needs (connection to a higher level of care: endocrinology, psychiatry, etc.)
- Supporting enhanced access to appropriate medical equipment
- STI testing and treatment programs in certain communities
- Nursing skills development
- Emergency preparedness

Over the next year we will continue to build on increasing: education in communities, prevention awareness, and access to immunization clinics. Given our increased aging population, the looming need for a long-term care facility for Carrier Sekani nations is also on the horizon. Tailoring training for our nurses and care-aides based on the specific needs of the community they work in will be another important step in strengthening delivery of care. Closer connection, and capacity building with local health teams is also a leading priority. Finally, as apart of community our nurses and care aides are encouraged to attend cultural events in community.



Mobile Diabetes Telemedicine Clinic Services

The Mobile Diabetes Clinic continues to be a leader in transforming diabetes care across Northern BC through innovative practices, patient advocacy, and mobile telemedicine. Work continued in earnest this year as referrals grew in number, and new funding partnerships allowed for the expansion of services offered. Overall, encounters for the year increased from previous – signalling strong and continued utilization of the MDTC. Diabetes and linked conditions continue to be significant health concerns among Carrier Sekani nations.

Key Achievements:

- New nurse recruits from Houston area
- Follow-up encounters grew from previous years' totals – more service
- Increased access to footcare for CSFS clients by nearly 50% from years prior
- Increased number of CSFS case management plans for complex diabetes needs in collaboration with health care team
- Doubled the number of special authority approvals, and prescription refills through team pharmacist
- New partnership with Northern Health Authority to promote cancer screening via MDTC (lung, colon, breast, cervical)
- New handheld eye screening tool to better assess diabetes control
- Improved electronic health coding for better data tracking
- Client feedback emphasized the convenience and cultural sensitivity of mobile diabetes services.
- Home visits to CSFS clients with diabetes have also increased.
- As a whole, CSFS clients with access to the MDTC had lower A1c averages compared with the year prior.



Goals:

- Partner with more community diabetes prevention initiatives
- Increase screening outreach to younger community members and families
- Strengthen data collection and tracking of specific client outcomes
- More consistent access to nutritional counselling

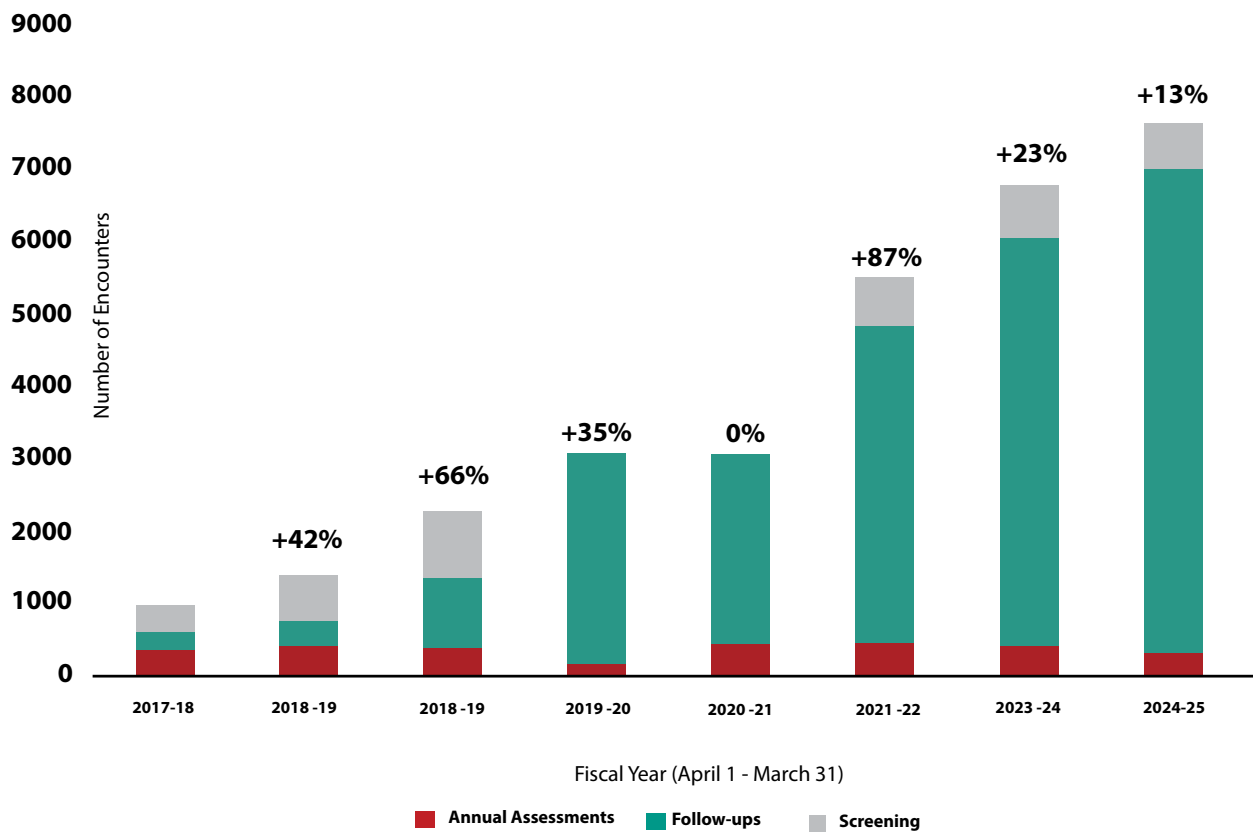
We thank community members for trusting us with their care and acknowledge the MDTC nursing and pharmacy team for their dedication to improving care for First Nations people living with diabetes and related conditions.

Matthew Summerskill

Executive Director Community Nursing Services and Mobile Diabetes Telemedicine Clinic



Figure 7 - Mobile Diabetes Output by Fiscal Year





Travis Holyk

Chief Administrative Officer

I am pleased to report on the progress of the Health Department towards the goals established in our 10-Year Health Plan. We signed a three-year health services agreement with FNHA for the years 2023/24, 2024/25 and 2025/26. We have begun implementing services envisioned in the plan including funding for expanded nursing services, increased wage parity for community health positions, and the addition of new positions, such as an additional Patient Travel Clerk, a Dietitian and a Physical Therapist. CSFS Health continues to be a leader in primary care, substance use and addictions, mental health as well as health promotion and physical activity, implementing high-quality services identified by community as priority areas.

A goal of the health department continues to be improved communication, creating a workplace where everyone feels valued, respected and is working together towards common outcomes. Internally, this is being done through processes such as Integrated Care Teams, team building opportunities, yearly strategic planning in primary care, and the adoption of technology that facilitates communication.

The Health Department continues to provide community program updates based on the strategic plan and indicators of wellness. We continue to have regular meetings with leadership, including quarterly meetings with the Chiefs and community health directors. This year, we also reinstated quarterly Community Health Rep. meetings so that providers can come together and share experiences and build support among colleagues. In the coming year, a key focus of our healthcare partnerships, will be the work of the Quality and Innovation Team, which is developing community dashboards to provide health data specific to each Nation. Guided by Rachael Wells, CSFS continues to lead research and evaluation that forms the foundation of knowledge-based outcomes. As a health team we will also work on improving community updates regarding services, staff calendars and health staff lists. Rhoda Hallgren and Maryam Adesunkanmi will also be working with communities to determine health priorities and update community health plans.

Improving access to care over the past year has included both operational planning and continued work on capital projects. The Nursing Department underwent structural changes, with Matthew Summerskill and Shawna Brook assuming leadership responsibilities in Nursing. This has resulted in positive changes in the ability to recruit and support community nurses thereby increasing access to nursing care.

I am also pleased with the work Marilyn Janzen has done in building a capable management structure in Mental Wellness and providing additional support to our Therapists, Counsellors and Mental Health Support workers. While construction of the Healing Centre at Tachick Lake continues, the Substance Use and Addictions Recovery





Programs worked fastidiously to ensure withdrawal management and healing services were not disrupted and instead continued at Ormond Lake. The CSFS Substance Use and Addiction Service (SUAS) team, led by Dr. Tracey Day, provided medically supervised detox and withdrawal management for people to safely and comfortably withdraw from alcohol and other substances. The medical team supported and monitored withdrawal symptoms 24 hours a day for 7 days prior to ARP Programming beginning. The ARP team also increased core healing programming by two weeks, ensuring that clients receive the necessary support and interventions to address the underlying trauma contributing to their addiction.

Initiating the seeds of potential ongoing Elder's programming, Bianca Michelle completed wellness activities with Elders in each of our Nations for five weeks as part of the Strength for All Older Adult Research Project. As noted by Randi Mondor, our Primary Care program, and in particular, the number of Specialists supporting our member Nations, continues to grow. Cardiovascular disease (CVD) is a primary cause of morbidity and mortality within Indigenous communities and was identified by our Nations as a priority. Driven by our commitment to address key concerns identified by communities, CSFS Health with the support of our cardiologists, Dr Daisy and Miles, is developing projects to analyze clinical heart health data, increase diagnostic equipment, and create community-driven strategies for cardiac risk reduction.

Similarly, we started the process of addressing the community-identified need for diet and exercise through the Health Promotion and Physical Activity team directed by Amy Merritt. In addition to weekly activities and programming in communities, based on community demand, the team led the return of the CSFS Hockey Tournament. Supporting student learning also paid dividends this year with the hiring of an occupational therapist who had previously worked with us as a practicum student exploring gaps in occupational therapy. In the coming year, our efforts to improve equitable access to care will include the development of an urban health strategy, enhanced focus on complex care and chronic disease management (including mobile cardio diagnostics), and initiatives to support men's wellness. We are also undertaking planning for Elder and long-term care services, a component of which will be an Elders Conference in fall 2026. Additionally, we have allocated budget to recruit a Dietician this year. Preparations for Tachick Lake will also continue in anticipation of the building completion.

I extend my gratitude to everyone in the health department who works tirelessly to improve the health of those we serve.

Mussi Cho,

Travis Holyk
Chief Administrative Officer



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. We understand the impacts of colonization and how it affects our clients today, which allows us to serve them in a culturally competent and trauma-informed way. Dzee Ba'yugh is funded through Indigenous Services Canada to provide shelter for women and their children who are experiencing family violence.

During the time a woman and her children stay, Dzee Ba'yugh staff work to encourage and empower clients to reclaim their independence through access to services and supports based on their unique needs. Long-term, stable, and affordable housing is a top priority for all accessing Dzee Ba'yugh shelter services. Dzee Ba'yugh Support Workers all have unique skills and talents that they happily share daily with clients. These are offered as voluntary activities and facilitated groups that build relationships, unleash new skills and ignite creativity for clients, whether through arts and crafts or enhancing several basic & traditional life skills.

In 2024-25 Dzee Ba'yugh provided shelter for a total of 29 women and children experiencing family violence. Lengths of stay averaged approximately 180 days due to limited services and supports in the area particularly a shortage of low income housing. There are certain situations where women are ineligible to access services at Dzee Ba'yugh which includes needing to detox from substance use. Staffing provisions for Dzee Ba'yugh does not include the medical staff required to provide safe detox services. For this reason, six women were referred to services in an urban centre where there was access to support that suited their needs while also ensuring their safety. Dzee Ba'yugh policy is specific to providing services for those fleeing violence; therefore a total of 16 women were ineligible for service delivery as they were seeking shelter services due to homelessness.

Dzee Ba'yugh intake requirements take into consideration the specific needs of the client and the suitability to provide appropriate care; therefore, there were 13 clients who were ineligible for services due to the need for medical or mental health related services beyond the scope of services provided at Dzee Ba'yugh. In all cases, Dzee Ba'yugh Support Workers offer support to navigate other shelters, health and social services locally and throughout the province to any ineligible person interested in being further supported in accessing services more in line with their particular situation and personal needs.

For most of 2024-25, Dzee Ba'yugh Shelter was staffed by 6 full-time, 2 part-time, and 2 casual Support Workers on a 24/7 shift rotation. Dzee Ba'yugh operations is consistently staffed by 1 full-time Administrative Support Worker and 1 full-time Supervisor.

In early February 2025, prevention staffing increased to include a Coordinator position and a Culture and Life Skills Worker position to further enhance the services Dzee Ba'yugh provides to women from our 11 member nations who are, have or may be at risk of experiencing family violence. We look forward to reporting back to you on those services in 2025-26.



First Nations Health Benefits

First Nations Health Benefits (FNHB) Medical Transportation Program offers our 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 who are registered with one of our member nations at any stage in the life cycle on an as needed basis.

The CSFS FNHB program has expanded to include one additional full-time clerk position as of October 2024 who will be working from our Vanderhoof office located at 240 Stewart Street.

The CSFS FNHB Clerks provide coordination of approved FNHB travel for member nation residents who are living in urban centers or for those who are residing in one of our remote communities. The FNHB clerks are also responsible for reconciling and completing the medical transportation report for submission to FNHA for the member nations.

Changes in FNHA Medical Transportation Policy:

First Nations Health Authority did increase the supplementary allowance for mileage and for meals to assist with rising costs associated with inflation in 2023 and the rates are now permanent due to the high cost of living. FNHA launched a new program where members attending FNHA approved treatment centres qualify for a travel escort with round-trip expense coverage without having to provide a benefit exception. The escort is to accompany clients to the treatment centre and pick them up upon completion of the treatment program and must adhere to the eligible escort criteria.

For additional information on FNHB coverage, please visit <https://www.fnha.ca/benefits/coverage-details>



Foundry Burns Lake

We are hopeful this will be the final year we say, “coming soon.” Foundry Burns Lake is officially scheduled to open its doors in October 2025, and we couldn’t be more excited. Over the past year, we have watched the vision come to life—what was once a concept is now a physical space with walls, windows, millwork, paint, and all the finishing touches that make it feel real.

We extend our heartfelt gratitude to Datoff Construction, Sahuri & Associates, our generous donors, and—most importantly—the youth who shared their voices and helped shape this space into one that truly reflects their needs and aspirations. While the building has taken shape, so too has the operational foundation of Foundry Burns Lake. We are proud to announce key staffing updates: Katie Nesbitt who is from Ts’íl Kaz Koh has been hired as the Foundry Program Manager. We have also welcomed a Medical Office Assistant, Kelly Fisher, and will also be hiring a Mental Health Therapist, a part time physician and peer support to our growing team. These hires mark an important step toward delivering integrated, youth-focused care.

In May 2025, Foundry hosted its second annual two-day soccer camp, welcoming 40 youth for a weekend of skill-building, connection, and fun. We were honoured to have coaching support from UNBC Timberwolves alumni, Morgan Holyk and Brityn Hinsche—who brought energy, inspiration, and mentorship to the field.

Although the physical Foundry site has not yet opened, Foundry Virtual has continued to provide essential services to youth in the region. Over 2,200 youth accessed Foundry Virtual in BC this fiscal year, up 30% from last year. This platform has been a valuable resource, offering timely support and reducing access barriers while we await our in-person launch.

Once open, Foundry Burns Lake will provide integrated, wraparound services for youth ages 12–24, including: Primary Care, Mental Health Care, Substance Use Services, Social Services and Youth and Family Peer Supports.

This one-stop model is designed to reduce barriers, support early intervention, and empower youth to access care in a space that feels safe, inclusive, and reflective of their identities.



Health Promotion and Physical Activity



The Health Promotion and Physical Activity (HPPA) department continues to champion active and healthy lifestyles by building capacity for movement, recreation, and sport across all age groups. Through an innovative model that integrates healthcare delivery with services in physiotherapy, physical literacy, coaching, and fitness—the HPPA team has had another impactful year.

Program Highlights:

- **Learn to Skate:**

We successfully facilitated our second “Learn to Skate” program in Vanderhoof and launched the first in Burns Lake. A new intermediate skating program was also introduced for children with prior experience.

- **Community Wellness Workshops:**

At the request of a Ts’il Kaz Koh community member, a six-week Fall Prevention workshop for Elders was hosted in Burns Lake. In Nadleh, we held our first Arthritis Support Group, also spanning six weeks.

- **Walking and Gardening Initiatives:**

Weekly walking groups took place in Nadleh and Stellat’en. Our team also enjoyed supporting the Stellat’en garden clean-up and sampling fresh produce during the fall harvest.

- **Fitness and Training:**

HPPA’s manager continues to deliver “Learn to Lift” personal training sessions at the Nadleh gym, promoting safe and effective strength training practices.

- **CSFS Hockey Tournament 2025:**

This year’s tournament in Burns Lake brought families together for three days of hockey, health promotion booths, and kids’ activities.

Save the Date! The 2026 tournament will be held March 6 – 8, 2026, at the Burns Lake Multiplex.

- **“Try-It” Sports in Yekooche:**

Every Thursday, children and youth in Yekooche participate in diverse activities including orienteering, paddling, and other sport sampling sessions.

- **Pro-D Day Swims:**

Our Pro-D Day trips to Houston pool have grown from 10 to over 25 family participants, with transportation provided to and from Burns Lake.

- **Strong Women, Strong Community:**

This weekly program in Burns Lake and surrounding communities launched with a keynote dinner featuring Tracie Léost. The initiative includes wellness sessions such as family fitness, yoga, and women’s self-defence.

Professional Services Expansion:

- Our physiotherapist continues to provide services in Burns Lake, Saik’uz, Nadleh Whut’en, and Stellat’en Whut’en, and will soon expand to the south side of Burns Lake.
- An Occupational Therapist has been hired and will begin in September, supporting vulnerable populations at the Yu Beh Yah Clinic Wand Sk’ai Zeh Yah.



Jordan's Principle

In February 2024, CSFS received notification from Indigenous Services Canada (ISC) that our Jordan's Principle Service Coordinator (SC) positions will be renewed for the 2024-2025 fiscal year. The renewed positions are the CSFS community specific SC position, the Prince George area SC position, and the Regional Service Coordinator (RSC) position. We also received notification that ISC would be renewing the Approved Request Contingency (ARC) Administrator position to continue into the new fiscal year, and they would be replenishing ARC funding in July 2025.

Previously the RSC position's region within the northern interior was quite vast; however, the catchment region for this fiscal year has been identified as servicing Fort St. James (Nak'azdli Whut'en, Tl'azt'en Nation, Binche Whut'en), and Quesnel (Nazko, Lhoosk'uz Dene, and ?Esdilagh) regions with service coordination backfill services for Witset, McLeod Lake, and the Findlay Hub (Tsey Key and Kwadacha).

The implementation of the Approved Request Contingency (ARC) program was very successful in ensuring that families can access the products and services needed without having to wait for funding to be dispersed or reimbursed. Challenges to administering the ARC funds still arise when assisting members who reside in larger urban centres as many

businesses are moving away from Purchase Order accounts and are leaning more towards Gift Card usage.

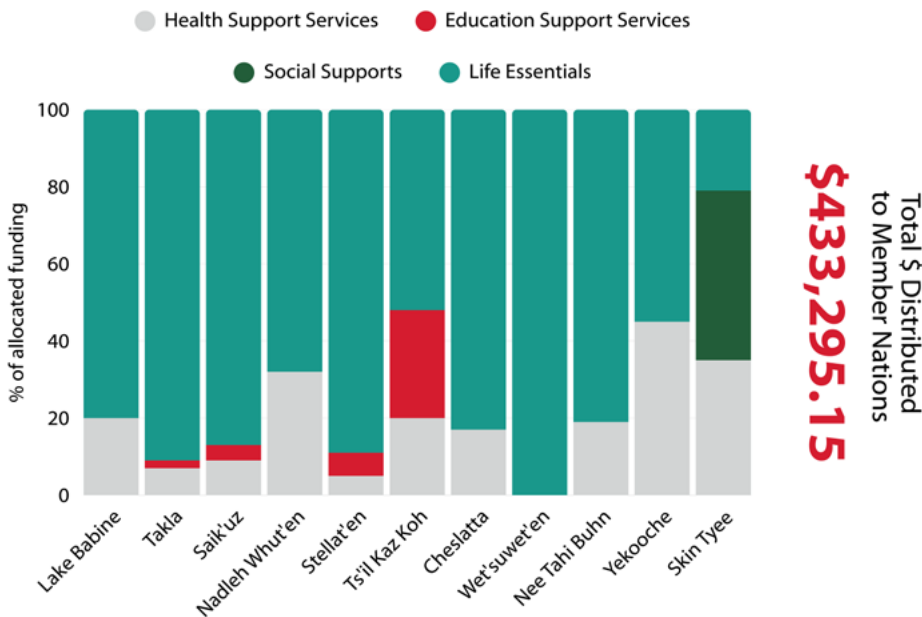
The ARC pilot program was initiated to flow funds directly from agencies to the vendors and to clients upon application approvals rather than continue with the reimbursement process through Indigenous Services Canada (ISC). Within the ARC contract, utilization of these funds was contingent on application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

Financial Update

In the 2024-25 fiscal year, CSFS administered \$1,004,843.19 in ISC approvals through ARC funding. Of the \$1,004,843.19 administered through ARC funding, CSFS Member Nations accounted for \$433,295.15 of the ARC expenditure in approved requests for Jordan's Principle supports from April 1, 2024 to March 31, 2025.

The amount administered through ARC funding in the 2023-2024 fiscal year was \$1,707,687.68 which amounts to a \$702,844.49 reduction in ARC funds administered in the 2024-2025 fiscal year.

Figure 8- Breakdown of Funding Distribution 2024 - 25



CSFS employs one Full-Time Employee (FTE) Service Coordinator in Prince George who works with the urban Indigenous population. This accounts for a large portion of the 'Other BC Nations' and 'Other Provincial Nations' accessing services through CSFS Jordan's Principle staff.

The charts 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
- 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

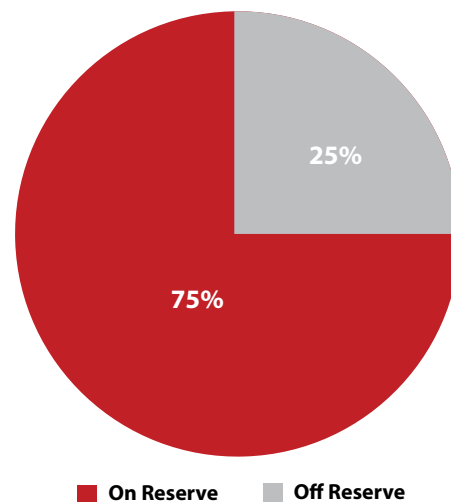
Life Essentials, for example:

- 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 submitted approximately 800 applications in the 2024-25 fiscal year. The population of on and off reserve populations accessing Jordan's Principle differentiates as follows:

Figure 9 - On & Off Reserve access



CSFS SC based out of Prince George and the RSC have primarily been providing service to Urban Indigenous population. They have received a large number of 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 aid those from our member nations residing in other urban centres such as the lower mainland and the Okanagan regions.



Group Requests:

We do not collect all the data from the schools on reserve or the Nation's social development departments. The on-reserve schools and social development departments have been successful in submitting group requests directly to ISC for group events where the funding is sent directly to the applicant.

However, ISC has implemented a policy that requires every Jordan's Principle SC funded through ISC contribution agreements to submit ten (10) group requests in a single fiscal year in addition to the 35

single applications per year. For the 2024-25 fiscal year, we were given some leeway in the group request submission amount due to vacancies and difficulties in hiring. We were able to eventually hire the Prince George SC position in October 2024 after a three-month vacancy, and we hired the CSFS member nation SC position in November 2024 after a nine-month vacancy.

Despite the vacant positions, CSFS SC's were able to assist other CSFS departments and individual Nation's in submitting group requests for school supplies, winter wear, and community events.

Mental Health & Wellness Services



The Health and Wellness Department continues to play a vital role in strengthening community resilience and cultural revitalization. This year, we proudly contributed to several initiatives that support Nation rebuilding:

- **Atsoo Program:** We remain deeply involved in the development of the Atsoo program, which uplifts community strengths by connecting children and youth with grandmothers from all Nations we serve. These mentors share traditions, language, and cultural teachings, fostering intergenerational healing and identity.
- **Caregiver Emotion Coaching Group:** Delivered virtually, this group provided caregivers with tools to support emotional development in children and youth.
- **Youth Day Collaboration:** In partnership with Youth Services, we participated in a vibrant Youth Day event. Our team facilitated button-making activities featuring affirmations and clan animal imagery, receiving enthusiastic feedback from participants.
- **Strength in Solidarity Event – Saik'uz:** A powerful, all-male gathering that received overwhelmingly positive feedback. It is designed for males to have hard conversations about abuse that men experience and the healing of that abuse.
- **Suicide Prevention Workshops – Saik'uz and Wet'suwet'en:** Delivered with compassion and cultural sensitivity.
- **Grief and Loss Group – Stellat'en:** Provided a safe space for healing and connection.
- **Elder and Matriarch Support – Wet'suwet'en** participated in the Elder's Wellness Lunch and Matriarch's Retreat.
- **Community Engagement:** Attended health fairs, community lunches, and supported programs like Soup and Bannock at Southside Health Center.
- **Cultural and Healing Events:** Participated in "Gather and Learn" sessions, cultural fireside circles, and wellness fires in Stellat'en and Nadleh.
- **School and Youth Initiatives:** Supported the Anti-Bullying Mural Project in Takla and provided mental health support for events such as Pink Shirt Day and Stories of Hope and Strength Screening.
- **Seasonal and Virtual Programming:** Facilitated the Winter Wellness Group in Stellat'en and delivered a virtual presentation on seasonal affective disorder for a women's group.
- **Psychoeducation groups:** ARP facilitated different groups throughout our member Nation communities.
- **I am...** Stellat'en Women's conference, all-female event that was well attended and appreciated by all participants from 11 member Nations.



Culture remains the cornerstone of our work. Our teams are committed to living the Carrier values of compassion, honesty, integrity, respect, responsibility, and trust. This year, we deepened our cultural knowledge and practice through:

- **Carrier Language Learning:** Participated in introductory Carrier language training and Nowh Guna' training.
- **Cultural Participation:** Engaged in culture camps and integrated nature-based programming into our services.
- **Language Revitalization:** Welcomed Dennis Patrick to our all staff meeting, where he taught staff how to greet and introduce ourselves in Carrier.
- **Cultural Worker:** Ormond Lake Cultural Healing Center is actively recruiting a full-time and permanent Cultural Worker position. Until the position is filled, the program utilizes the Atsoo program and cultural advisors.
- **Thank You Bah'lats:** The ARP staff hosted all Clans Bah'lats to thank Stellaquo and Nadleh communities for hosting and supporting CSFS at Ormond Lake.
- **Traditional Detoxification:** utilizing the knowledge of our Atsoos, we incorporate traditional detox methods during the medical withdrawal week of our 6-week treatment program.

Our team remains committed to excellence through continuous learning and professional growth. This year, staff completed a wide range of specialized training, including:

- Cognitive Behaviour Therapy (CBT)
- Emotion-Focused Family Therapy
- Expressive Therapies
- Eye Movement Desensitization and Reprocessing (EMDR)
- Dialectical Behaviour Therapy (DBT)
- Grief and Loss Certification
- Suicide and Self-Harm Prevention
- Motivational Interviewing (MI) and MI Train-the-Trainer Certification
- Brain Story Certification
- Compass Webinars
- Sensory Mindfulness-Based Yoga
- Critical Incident Stress Management (CISM)
- Leadership Training

We also continued to recruit skilled professionals to join our diverse team and enhanced internal training on Medical Office Information System (MOIS) and documentation practices.

At the heart of our work are relationships. We walk alongside CSFS member Nations, collaborate across departments, and engage with provincial partners to deliver responsive, culturally grounded services.

- **Youth Counselling Access:** In partnership with Connexus Community Resources, we expanded high school drop-in counselling in Vanderhoof, Fraser Lake, and Fort St. James. This service now continues through the summer via local libraries.
- **Multi-Agency Collaboration:** Held monthly meetings with CSFS, CYMH, and community partners, with new sessions added in Burns Lake to strengthen regional coordination.
- **6-week treatment program:** Addictions Recovery Program has expanded treatment from 4-week to 6-week treatment programming.
- **Medical Withdrawal Services:** ARP and SUAS collaborate to provide holistic medical withdrawal services (1st week of treatment). During the medical withdrawal week, social workers, cultural advisors, elders, and Atsoos are present to assist clients.
- **After-care planning:** ARP has been focused on creating strategic aftercare planning with our member Nations after the session in Ormond Lake is over in the fall.

This year has been one of growth, connection, and cultural resurgence. The Health and Wellness Department remains deeply honoured to serve and support the Nations with integrity, compassion, and innovation.



Primary Care

The Primary Care team at Carrier Sekani Family Services (CSFS) continues to provide comprehensive, culturally safe, and client-centered health services to our communities. Our multidisciplinary team includes Family Physicians, 4 Nurse Practitioners, 3 Registered Nurses, 2 Social Workers, a Physiotherapist, 8 Medical Office Assistants and 13 visiting Specialists. Together, we are committed to delivering holistic care guided by community priorities and traditional values.

Primary care services are delivered through community health clinics and Yu Be Yah (YBY) in Prince George and the Burns Lake Clinic locations. This decentralized model ensures that all community members have access to timely, equitable healthcare services close to home.

In addition to routine visits and chronic disease management, our team offers a wide range of primary care services during outreach, including but not limited to:

- Sexually Transmitted Infection (STI) testing and treatment
- Electrocardiograms (ECGs)
- Preventative care and screening
- Prenatal and postnatal care
- Mental health support and brief interventions
- Medication reviews and prescription renewals
- Immunizations
- Health education and promotion
- Coordination with home and community care teams

Integrated Social Work Services

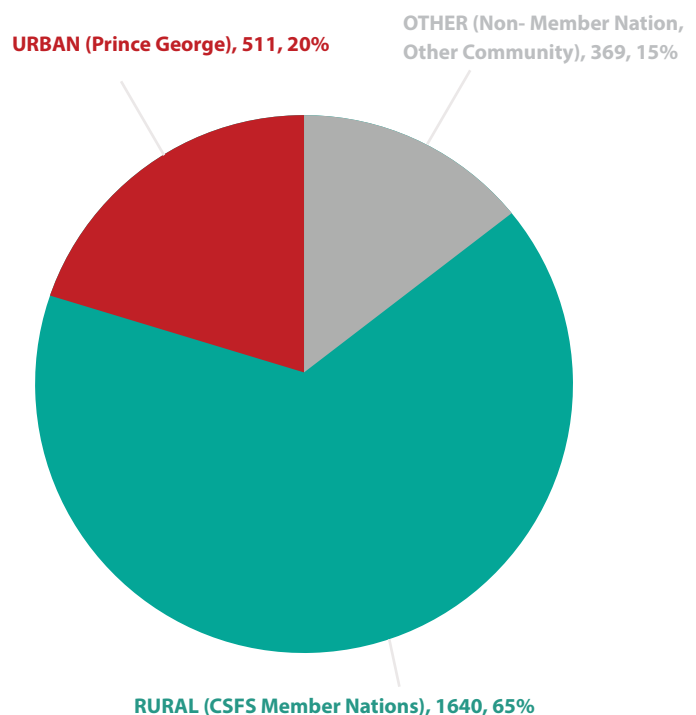
This year, we saw a notable increase in social work engagement. Our integrated Social Worker supported over 80 Integrated Care Team (ICT) meetings and worked directly with over 600 clients. These meetings serve to break down silos between departments and improve health outcomes through coordinated, team-based care.

ICT meetings have strengthened interprofessional collaboration across CSFS teams. These forums ensure that client needs are addressed from a holistic perspective, integrating physical, mental, emotional, and social health. Jacob Carpenter is our current Integrated Social Worker.

We remain focused on:

- Enhancing service access in remote communities
- Strengthening integrated care delivery
- Supporting staff well-being and retention
- Embedding traditional knowledge and community feedback in care delivery
- Chronic disease and heart health

Figure 10 - Rural vs Urban data distribution



Highlights and Achievements

- Continued delivery of mobile primary care services to remote communities.
- Expanded capacity for STI testing and ECG services in community settings through training and resource allocation.
- Strengthened partnerships with allied health and community-based services to provide wrap-around supports for clients with complex needs.
- Ongoing collaboration with traditional Knowledge Holders to incorporate cultural practices into care planning.
- In Primary Care, we have integrated Empathy's AI technology into our MOIS system to enhance clinical documentation and streamline provider workflows.

Looking Ahead

In the upcoming fiscal year, we will continue to improve access to care through digital health initiatives, strengthen our approach to chronic disease management, and work in close partnership with community leadership to ensure our services remain responsive and culturally relevant. Recruitment and retention of clinical staff remains a key priority as we strive to sustain and expand our outreach capacity. Planned additions to the Primary Care team for 2025–2026 include an Occupational Therapist, increased Social Work support, a Health Educator, and an Elder Advisor.

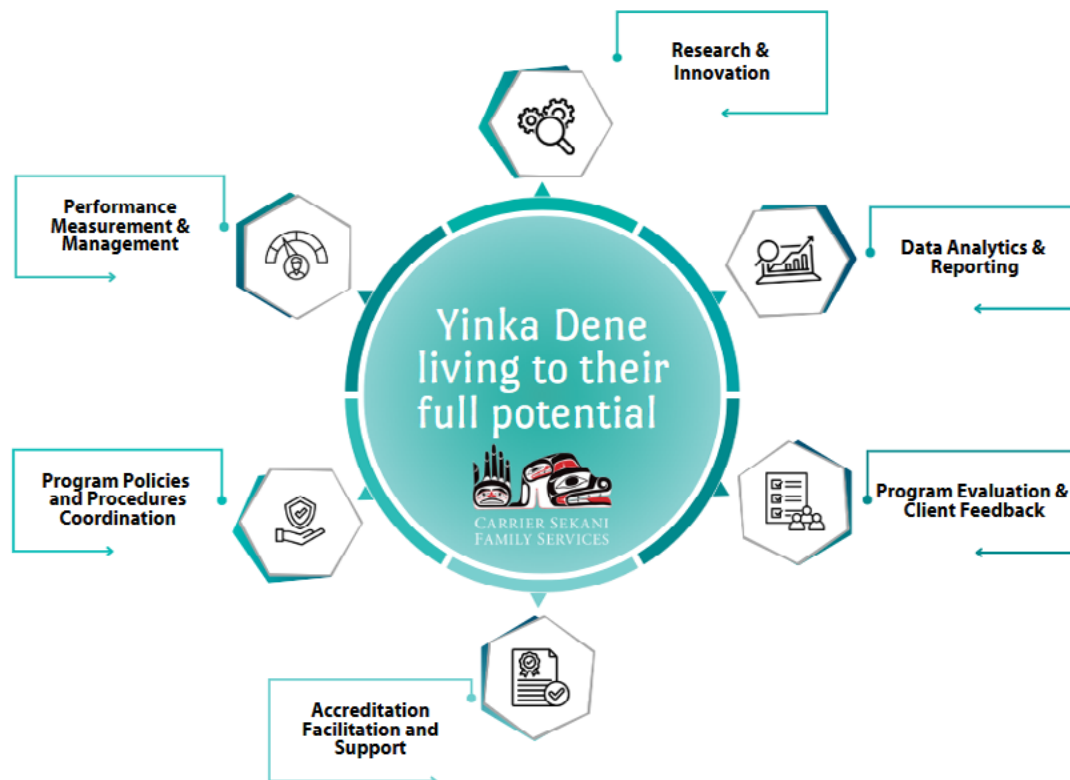
Indigenous Patient Coordinator

If you or a loved one is a patient at the University Hospital of Northern BC and are in need of additional support or advocacy, please reach out to Dorothy Williams from Lake Babine Nation. Dorothy is a dedicated patient advocate who speaks fluent Nedut'en and is known for her kindness, compassion, and unwavering commitment to going the extra mile for those she supports. She works directly on behalf of patients to ensure their voices are heard and their needs are met. On average, Dorothy supports over ten patients per day.

You can contact Dorothy at 778-349-1348.



Quality and Innovation



The Quality and Innovation team continued to support the organization in achieving its current strategic mandate, Measuring Our Way Forward. Our main activities and achievements can be summarized by the three pillars of the Quality and Innovation department: quality improvement and accreditation, research and planning, and data analytics and reporting.

Quality Improvement and Accreditation

We are celebrating two major accomplishments this year: the Child and Family Program evaluation and renewed accreditation status.

The Child and Family evaluation, conducted in partnership with C&F programs, assessed how well services are meeting client needs and identified areas for improvement. The findings confirmed that programs are delivering trauma-informed, culturally enriched, wrap-around services that positively impact clients across the lifecycle.



In November, the Commission on Accreditation of Rehabilitation Facilities (CARF) Canada completed an extensive review of our accredited programs and awarded CSFS a renewed three-year accreditation, the highest possible. This confirms that our programs meet or exceed best practices in care and operations.

Ongoing quality improvement efforts this year included targeted program evaluations, regular chart audits, and the development of an organization-wide performance measurement framework. We also advanced client feedback processes to ensure continuous learning and accountability.

Research and Planning

With community at the heart and ethics as our foundation, Research and Planning at CSFS continues to move forward with purpose and impact. A collection of updated research resources is now available on our website (www.csfs.org), including the newly launched Research Lifecycle, which provides clear guidance for ethics applications, renewals, amendments, and study closures. Our ethics policies have been updated to align with current regulations and best practices, and our newly developed CSFS Research Data Management Strategy supports data sovereignty by guiding how research data is collected, stored, and shared.

Our commitment to culturally safe, community-driven research continues to shape how we engage with CSFS member Nations and academic partners. By embedding the Principles of OCAP® (Ownership, Control, Access, Possession) into our processes, we ensure that First Nations data is respected, protected, and governed by the communities themselves.

These updates are already making an impact. In 2025 alone, seven new ethics applications have been submitted, four projects renewed, and more are anticipated - reflecting growing trust in our research environment. We're also building momentum through our collaboration with the Community Development Institute at UNBC on the Community Needs Assessment. This multi-year initiative is helping us better understand the demographics and service needs of each member Nation and laying the groundwork for more responsive, strategic planning.

Data Analytics and Reporting

Our data analytics team has been foundational in helping us measure our way forward. Working closely with health, and child and family programs, analysts supported the development of regular reports for CSFS and community leadership; providing tools that help track indicators of child and family well-being.

Over the past year, we've seen a substantial increase in reporting activity, reflecting our commitment to using data to strengthen programs and support culturally grounded, evidence-informed decision-making. New tools are also being trialed to enhance case management and data visualization, making information more accessible and actionable across departments. These steps mark meaningful progress toward delivering the best possible services for our families and communities.





Chris Swan

Chief Financial Officer

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. This year, the team processed 45,000 invoices, which equates to 170 invoices each day. I would like to take a moment to recognize the team for all their hard work during the year.

To handle the increased volume and ensure stability for the organization, the team has continued to grow. We added a Director of Finance, a Financial Analyst and a Contracts Coordinator. All these positions help ensure the organization is managing the increased funding that CSFS is receiving.

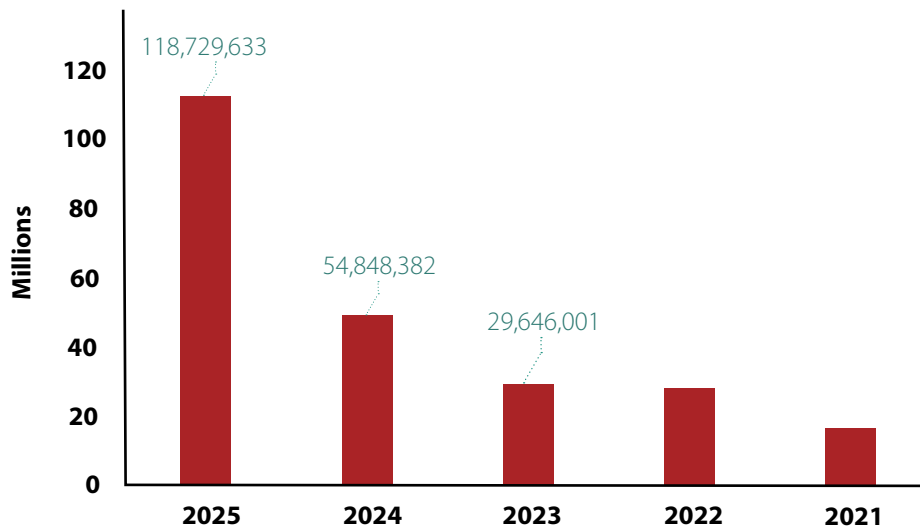
KPMG was engaged to complete our audit, and we have received the opinion that the accompanying financial statements present fairly, in all material respects, the financial position of CSFS as at March 31, 2025.

A summary of our financial results for the year ending March 31, 2025, are as follows:

Assets

Assets grew from \$54.8M in 2024 to \$118.8M, largely due to the development of the Tachick Lake Healing Centre, Burns Lake Foundry and the purchase of a building in Prince George.

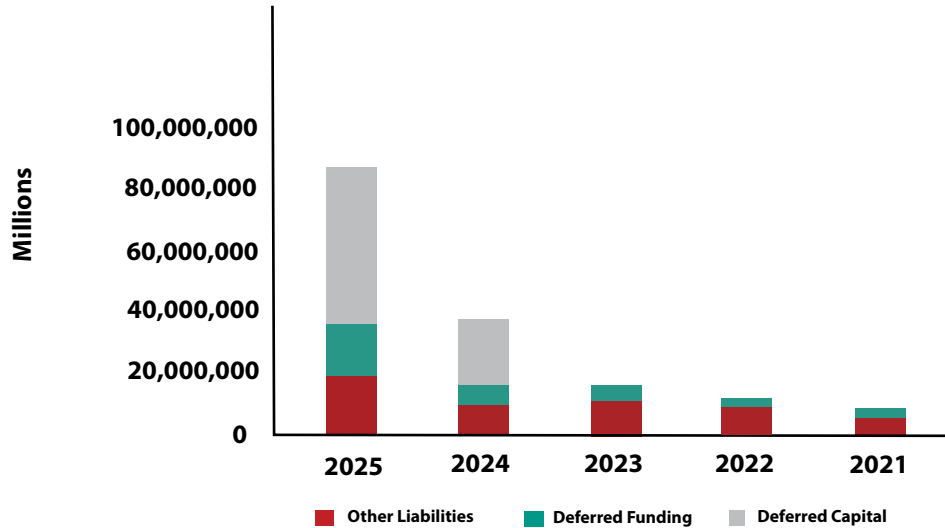
Figure 12- Assets



Liabilities

Liabilities grew from \$44.9M in 2024 to \$96.9M in 2025. The increase is due to increased deferred funding and deferred capital contributions, which will be discussed below.

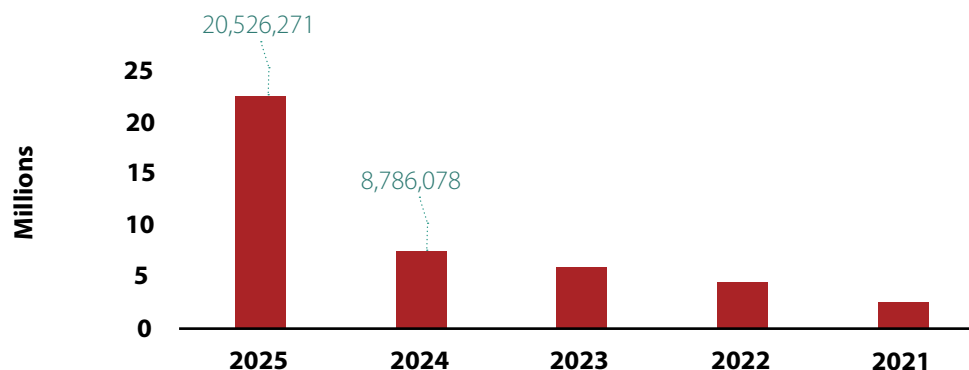
Figure 13 - Liabilities



Deferred Funding

Deferred funding is money CSFS received during the 2024/25 fiscal year but will not spend until the next fiscal year. The increase in deferred funding was partially due to finalizing an agreement late in the year for the prior two years and funding that was received late in the year from Indigenous Services Canada that due to timing could not be spent by year end.

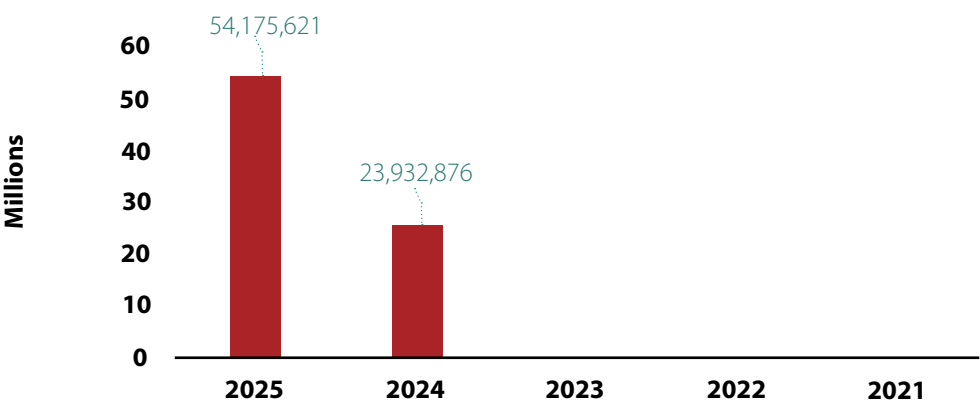
Figure 14 - Deferred Funding



Deferred Capital

Deferred capital are funds that are received for specific capital projects. These funds remain as liabilities and are expensed over the life of the asset, which in the case of buildings is 40 years. Deferred capital will continue to grow as CSFS takes advantage of the Canadian Human Rights Tribunal 41 ruling requiring that funding be provided to support infrastructure for Indigenous organizations to provide equitable services to the Nations.

Figure 15 - Deferred Capital



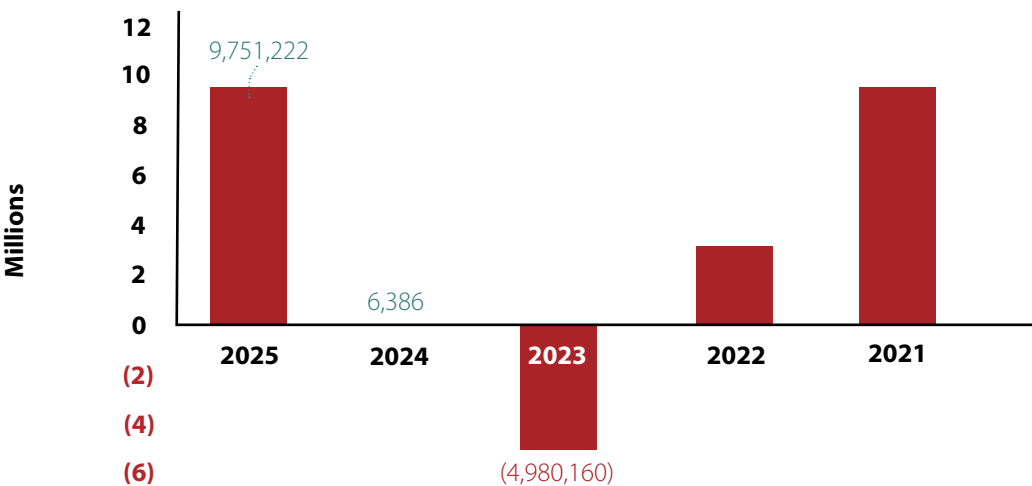
CSFS has received capital funding for the following projects:

- Tachick Lake Healing Centre
- Burns Lake Foundry
- Vanderhoof Foundry
- 1190 2nd Avenue, Prince George

Surplus / (Deficit)

CSFS’ surplus has grown from \$6,000 in 2024 to \$9.7M in 2025. This is a result of receiving 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.

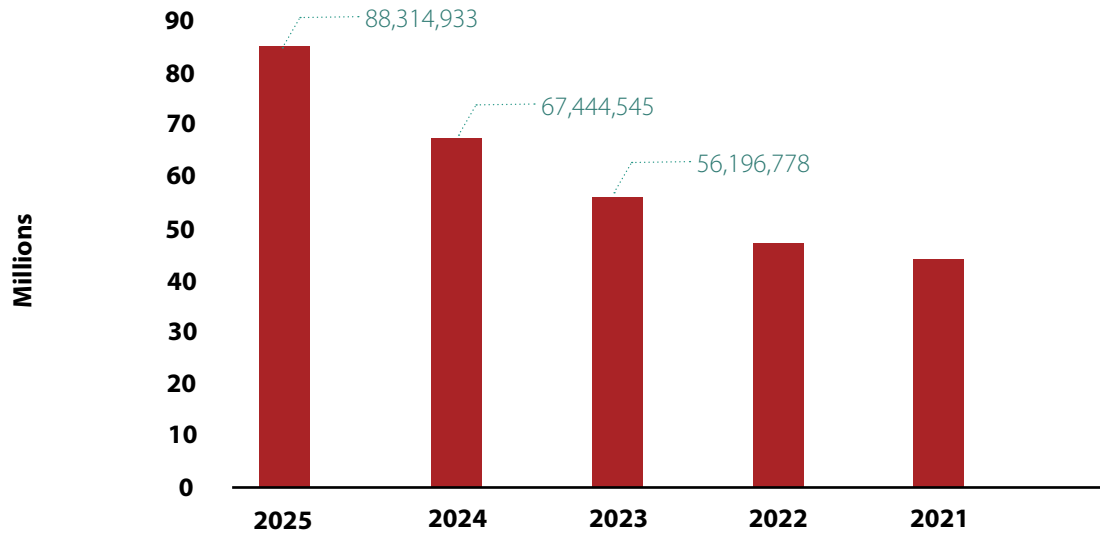
Figure 16 - Surplus



Funding

Funding received grew from \$67.4M in 2024 to \$88.3M in 2025, this does not include any funding for capital projects. This growth in funding is being used to meet our mandate to provide culturally relevant wellness programs and supports throughout our communities.

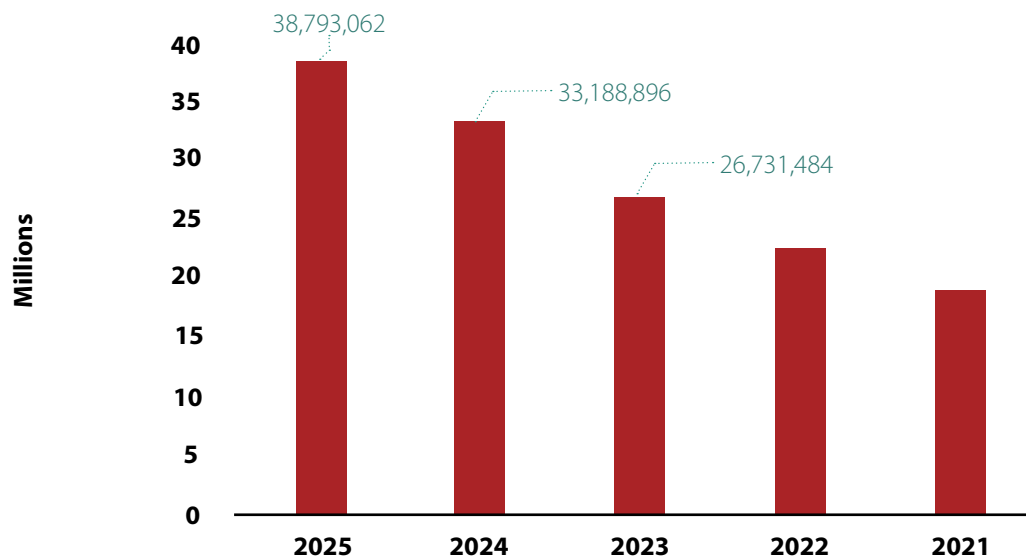
Figure 17 - Funding



Wages

Since CSFS is service centric, our staff continues to grow to provide the services required to meet our goals. Wage expense grew from \$33.2M (367.4 FTE) in 2024 to \$38.8M (396.7 FTE) in 2025.

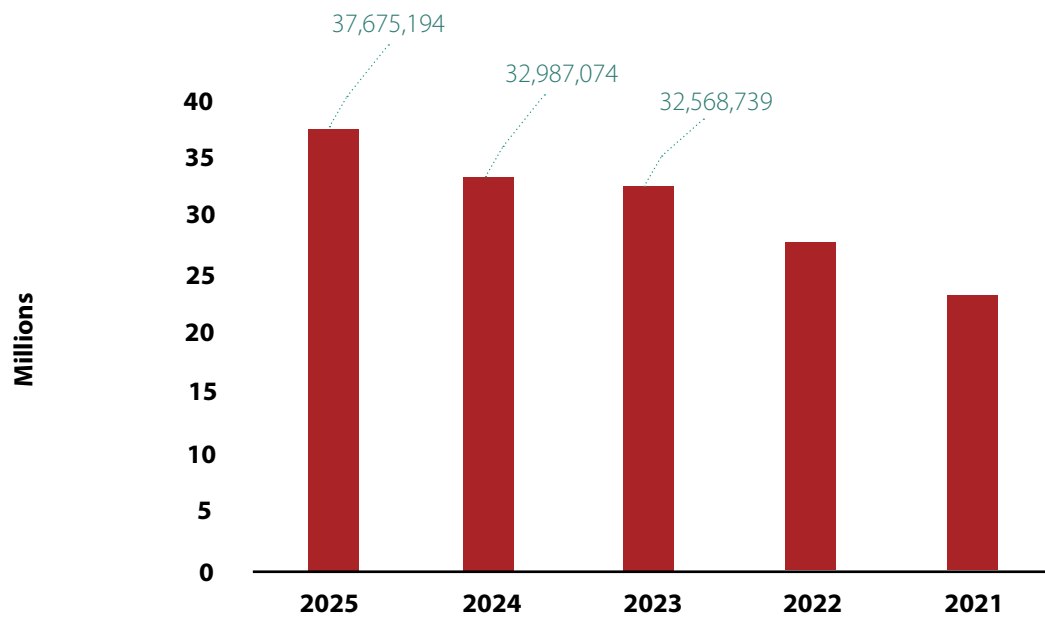
Figure 18 - Wages



Expenses

CSFS is committed to maintaining service delivery while diligently managing operating expenses during our growth phase. The result is our operating expenses increased from \$33.0M in 2024 to \$37.7M in 2025.

Figure 19 - Expenses





Financial Statements of



CARRIER SEKANI FAMILY SERVICES SOCIETY

And Independent Auditors' Report thereon

Year ended March 31, 2025



CARRIER SEKANI FAMILY SERVICES SOCIETY

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KPMG LLP

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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, 2025
 - 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, 2025, 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, stylized font. A long, horizontal, slightly curved line is drawn underneath the signature.

Chartered Professional Accountants

Prince George, Canada

July 28, 2025



CARRIER SEKANI FAMILY SERVICES SOCIETY

Statement of Financial Position

March 31, 2025, with comparative information for 2024

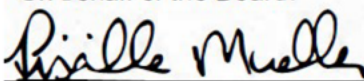
	2025	2024
Assets		
Current assets:		
Cash	\$ 40,662,916	\$ 18,545,617
Accounts receivable (note 2)	23,078,567	10,126,184
Sales tax receivable	841,093	976,495
Prepaid expenses	280,631	633,426
	64,863,207	30,281,722
Tangible capital assets (note 3)	53,866,426	24,566,660
	\$ 118,729,633	\$ 54,848,382

Liabilities and Net Assets

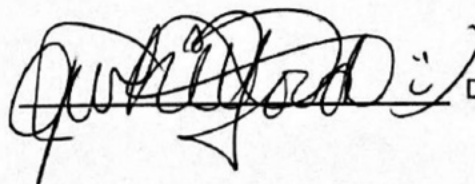
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 14,856,302	\$ 9,127,257
Term loan (note 5)	3,975,000	-
Wages payable (note 6)	3,397,866	3,050,275
Deferred contributions (note 7)	20,526,271	8,786,078
Deferred capital contributions (note 8)	54,175,621	23,932,876
	96,931,060	44,896,486
Net assets		
Investment in tangible capital assets	12,047,351	9,945,510
Unrestricted surplus	9,751,222	6,386
	21,798,573	9,951,896
Commitments (note 10)		
Contingencies (note 13)		
Subsequent event (note 17)		
	\$ 118,729,633	\$ 54,848,382

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, 2025, with comparative information for 2024

	2025	2024
Revenue (note 11)	\$ 88,314,933	\$ 67,444,545
Expenses:		
Amortization	1,533,435	1,470,431
Annual general assembly	136,726	25,576
Bank charges	-	55,764
Board governance	123,956	241,140
Catering	673,713	530,240
Consulting fees	3,304,290	2,591,231
Cultural events	127,366	154,026
Direct service support	3,861,690	3,704,010
Equipment leasing	113,400	90,943
Fostering	9,657,976	8,586,082
Health contracts and prevention funds	5,088,250	4,534,732
Honorarium	226,860	111,247
Insurance	446,208	391,228
Materials and supplies	2,483,762	1,742,289
Medical travel	732,221	748,689
Meetings	252,524	280,615
Memberships	58,667	43,764
Moveable capital asset reserve	55,087	347,299
Office and general	1,528,830	1,142,551
Professional fees	427,758	400,796
Rent	1,251,766	1,203,788
Repairs and maintenance	1,199,090	940,950
Salaries and benefits	38,763,062	33,188,896
Telephone	941,497	825,678
Traditional healing	33,934	29,278
Training	1,025,395	633,620
Travel	2,180,276	1,852,116
Utilities	240,517	308,991
	76,468,256	66,175,970
Surplus of revenues over expenses	\$ 11,846,677	\$ 1,268,575

See accompanying notes to financial statements.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Statement of Changes in Net Assets

Year ended March 31, 2025, with comparative information for 2024

	Investment in Tangible Capital Assets	Unrestricted Surplus	Total 2025	Total 2024
Balance, beginning of year	\$ 9,945,510	\$ 6,386	\$ 9,951,896	\$ 8,683,321
Surplus (deficiency) of revenues over expenditures (note 9)	(1,440,329)	13,287,006	11,846,677	1,268,575
Contributions spent related to tangible capital assets	(23,286,167)	23,286,167	-	-
Purchase of tangible capital assets	30,842,382	(30,842,382)	-	-
Proceeds on disposal of tangible capital assets	(39,045)	39,045	-	-
Proceeds on long-term debt	(3,975,000)	3,975,000	-	-
Balance, end of year	\$ 12,047,351	\$ 9,751,222	\$ 21,798,573	\$ 9,951,896

See accompanying notes to financial statements.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Statement of Cash Flows

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operations:		
Surplus of revenues over expenses	\$ 11,846,677	\$ 1,268,575
Items not involving cash:		
Amortization	1,533,435	1,470,431
Gain on disposal of tangible capital assets	(29,864)	(30,541)
Amortization of deferred capital contributions	(63,242)	-
	13,287,006	2,708,465
Change in non-cash operating working capital:		
Accounts receivable	(12,952,383)	(3,631,567)
Sales tax receivable	135,402	(523,807)
Prepaid expenses	352,795	(448,751)
Accounts payable and accrued liabilities	5,729,045	(1,622,503)
Term loan	3,975,000	-
Wages payable	347,591	241,357
Deferred contributions	11,740,193	1,382,076
	22,614,649	(1,894,730)
Financing:		
Capital contributions received	30,305,987	23,932,876
Investing:		
Purchase of tangible capital assets	(30,842,382)	(12,373,708)
Proceeds on disposal of tangible capital assets	39,045	30,639
	(30,803,337)	(12,343,069)
Increase in cash	22,117,299	9,695,077
Cash, beginning of year	18,545,617	8,850,540
Cash, end of year	\$ 40,662,916	\$ 18,545,617

See accompanying notes to financial statements.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements

Year ended March 31, 2025

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, 2025

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.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(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.

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.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2025

2. Accounts receivable:

	2025	2024
Indigenous Services Canada	\$ 20,869,116	\$ 6,459,547
First Nation Health Authority	263,075	534,784
Ministry of Children and Family Development	463,738	601,640
Northern Development Initiatives Trust	800,000	800,000
Prince George Nechako Aboriginal Employment and Training Association	96,727	103,429
Northern Health Authority	251,271	209,721
Trade receivable and other	334,640	1,417,063
	\$ 23,078,567	\$ 10,126,184

3. Tangible capital assets:

	2025		2024	
	Cost	Accumulated amortization	Net book value	Net book value
Buildings	\$ 53,029,495	\$ 3,159,963	\$ 49,869,532	\$ 21,252,478
Leasehold improvements	1,540,716	940,568	600,148	754,561
Vehicles and equipment	11,575,343	8,178,597	3,396,746	2,559,621
	\$ 66,145,554	\$ 12,279,128	\$ 53,866,426	\$ 24,566,660

As at March 31, 2025, there are buildings under construction with total costs of \$37,632,033 (2024 - \$14,973,266) that have not been amortized. Amortization of these assets will commence when the asset is put into service.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2025

4. Accounts payable and accrued liabilities:

	2025	2024
Trade payables	\$ 4,596,103	\$ 4,900,444
Accrued liabilities	5,147,801	1,661,010
Due to various Nations	2,680,149	2,565,803
Holdbacks payable	2,432,249	-
	<u>\$ 14,856,302</u>	<u>\$ 9,127,257</u>

5. Term loan:

On March 31, 2025, the Society obtained a non-revolving variable rate term loan in the amount of \$3,975,000 to purchase a property. The interest rate is prime plus 0.50% per annum and is repayable in full March 31, 2026. The loan is secured by the respective property that was purchased.

The Society has available a revolving demand facility in the amount of \$2,000,000 with interest rate at prime plus 0.75% per annum. As at March 31, 2025, the Society had not used this facility.

6. Wages payable:

	2025	2024
Government remittances	\$ 2,137	\$ 86,667
Employee savings plan	214,723	208,202
Vacation payable	2,249,550	2,038,329
Wages payable	784,701	543,014
WorkSafe BC payable	146,755	174,063
	<u>\$ 3,397,866</u>	<u>\$ 3,050,275</u>



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2025

7. Deferred contributions:

Deferred contributions is comprised of the following:

	2025	2024
Back to the Land (Youth)	\$ -	\$ 10,000
BC Association of Aboriginal Friendship Centres	200,000	19,824
BC Aboriginal Child Care Society	75,269	86,549
Best Beginnings Outreach	26,474	-
C&Y Advocacy Centre	52,236	-
Capacity Building Grant	25,000	-
CIC Cultural Funding - MCFD	-	63,524
Civil Forfeiture Walk Tall	-	33,230
Community Garden Funds	-	5,000
Department of Justice Canada - Building Relationships	90,600	-
First People's Language Braided Knowledge	-	25,000
FNHA - Accreditation	12,700	-
FNHA - Burns Lake Headstart	166,187	-
FNHA - Community Wellness	316,413	399,409
FNHA - Evaluations	75,844	-
FNHA - Harm Reduction Grant	-	37,880
FNHA - Health Programs	5,773,801	475,000
FNHA - OAT Access Grant	1,343	26,719
FNHA - Maternal Child Health	125,404	-
FNHA - Mental Health	-	2,353
FNHA - Oral Health	6,716	-
FNHA - Pharmacy Care	60,842	5,000
FNHA - Primary Care Doctors	78,458	54,284
FNHA - Primary Care Expansion	323,052	349,900
FNHA - UHN Initiative Grant	21,000	-
Food Pantry	-	1,017
Foundry	723,938	346,030
FPCC - Our Language Program	-	41,647
Health Promotion Grants	27,315	36,042
Carry forward	8,182,592	2,018,408



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2025

7. Deferred contributions (continued):

	2025	2024
Carried forward	8,182,592	2,018,408
Highway of Tears - Heal & Rebuild	76,714	27,703
HIV - Imagine Grant	65,198	75,000
Indigenous Sport Support Program	38,440	-
ISC Community Agreements	5,487,783	2,802,756
ISC Safehouse	436,436	1,534,247
ISC Jurisdiction Capacity Building	439,970	936,482
ISC MMIWG Consult & Policy Development	216,964	-
ISC MMIWG Pillars of Hope and Strength	-	91,857
ISC Others	-	477
ISC Jordan's Principle	2,902,646	45,492
ISC Post Majority Operations	593,797	-
Language Technology	-	44,356
Law Foundation of BC - Cals for Justice Making Change	125,000	-
Letting Go Commemorative Marker	296,418	-
Ministry of Education and Child Care	171,600	85,800
Ministry for Women and Gender Equality - Call for Justice Films	-	251,162
Ministry for Women and Gender Equality - Destiny's Project	177,821	73,296
Ministry for Women and Gender Equality - Highway of Tears Symposium	77,098	-
Northern Health	504,147	386,084
Provincial Health	174,081	186,051
Red Cross Linked in Learning	-	20,323
Union of BC Municipalities	24,900	-
UNBC CIHR	104,439	181,381
Vancouver Foundation	408,254	-
Other - health training	21,973	25,203
	\$ 20,526,271	\$ 8,786,078



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2025

7. Deferred contributions (continued):

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

8. Deferred capital contributions:

	2025	2024
Balance, beginning of year	\$ 23,932,876	\$ -
Contributions received and spent during the year	23,286,167	14,621,150
Amortization of deferred capital contributions	(63,242)	-
Unspent contributions received during the year	7,019,820	9,311,726
	\$ 54,175,621	\$ 23,932,876

As at March 31, 2025, the Society has total unspent capital contributions in the amount of \$16,331,545 (2024 - \$9,311,726).

	2025	2024
Indigenous Services Canada - Family Healing Centre	\$ 30,289,527	\$ 19,451,008
First Nations Health Authority - Family Healing Centre	5,169,680	1,939,995
Indigenous Services Canada - Foundry (Burns Lake)	8,348,169	-
Providence Health Care Society - Foundry (Burns Lake)	1,425,000	1,425,000
Northern Development Initiative Trust - Foundry (Burns Lake)	500,000	500,000
Providence Health Care Society - Foundry (Vanderhoof)	1,500,000	-
Indigenous Services Canada - Healing Centre (Cabins)	507,371	-
Indigenous Services Canada - 1190 2nd Ave.	4,168,000	-
Indigenous Services Canada - 301 George St.	731,142	-
Indigenous Services Canada - 960 5th Ave.	541,458	-
Community Gaming Grants - Foundry (Burns Lake)		
Community Kitchen	250,000	-
Other - Foundry (Burns Lake)	744,418	616,873
Other - Family Healing Centre	856	-
	\$ 54,175,621	\$ 23,932,876



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2025

9. Net assets:

	2025	2024
Surplus (deficiency) of revenues over expenses:		
Amortization of tangible capital assets	\$ (1,533,435)	\$ (1,470,431)
Gain on disposal of tangible capital assets	29,864	30,541
Amortization of deferred capital contributions	63,242	-
	(1,440,329)	(1,439,890)
Surplus from unrestricted operations	13,287,006	2,708,465
	\$ 11,846,677	\$ 1,268,575

10. 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:

2026	\$ 925,020
2027	637,812
2028	294,243
2029	187,122
2030	174,622
	\$ 2,218,819



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2025

11. Revenue:

	2025	2024
Indigenous Services Canada	\$ 55,604,107	\$ 32,150,284
First Nations Health Authority	9,635,440	12,811,352
Ministry of Children and Family Development	15,358,579	13,568,135
Other income	5,506,896	5,564,923
Aboriginal Headstart	624,748	591,354
Province of British Columbia	516	41,160
Northern Health Authority	1,480,853	1,116,260
Prince George Nechako Aboriginal Employment and Training Association	-	324,519
University of Northern British Columbia	-	141,760
Solicitor General	40,552	114,677
Vancouver Foundation - FASD Relief	-	695,624
Ministry for Women and Gender Equality	-	324,497
Amortization of deferred capital contributions	63,242	-
	\$ 88,314,933	\$ 67,444,545

12. 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.



CARRIER SEKANI FAMILY SERVICES SOCIETY

Notes to Financial Statements (continued)

Year ended March 31, 2025

13. 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.

The Society may, from time to time, be involved in legal proceedings, claims and litigation that arise in the normal course of business. At March 31, 2025, there are claims outstanding and management has determined the outcome to be undeterminable and thus no accrual has been recorded. It is considered that the potential claims would not materially affect the Society's financial statements and any amounts ultimately settled, if any, will be recorded in the period in which the claim is resolved.

14. 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.

15. 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.

16. Employee remuneration:

For the 2025 fiscal year, the Society paid remuneration of \$75,000 or greater to 144 employees, whom received total remuneration of \$15,358,702.

17. Subsequent event:

Subsequent to the year end, the Society purchased two properties in the amount of \$2,820,000.

18. 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 surplus of revenue over expenses.



**Mussi Cho to our
2025 AGA
sponsors**



The Prince George Nechako
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PGNAETA wishes the Carrier Sekani
Family Services a successful Annual
General Assembly!



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FAMILY SERVICES



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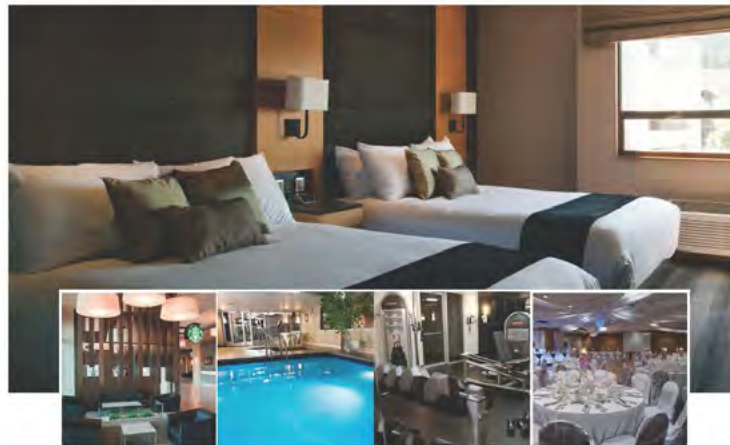
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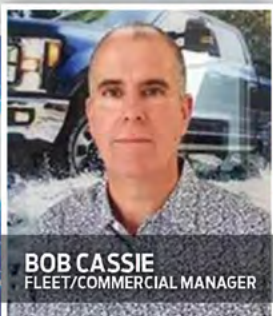
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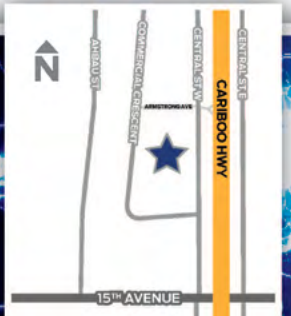
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