



*Shawenim Abinoojii Inc.*  
**ANNUAL REPORT**

2024 - 2025



SAI

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## ABOUT THE REPORT COVER

This year was our third annual Report Cover Contest. Shawenim Abinoojii Inc. (SAI) has held an art contest open to youth from our Southeast communities and Shawenim School. This provides our young people an opportunity to explore and share their creative talents.

This year there were two winners from Bloodvein First Nation. Carter Goosehead Ross, age 11 created the cover page and Liam Fisher, age 11 created the inside cover.

If you are a young person or know of a young person who has a passion for drawing, please submit their art work to: [info@shawenimabinoojii.org](mailto:info@shawenimabinoojii.org) for their chance to win. Miigwetch!

# A MESSAGE FROM THE EXECUTIVE DIRECTOR

Aniin,

The 2024-2025 reporting period was a year of transformation for Shawenim Abinoojii Inc (SAI). Under the leadership of our First Nations communities and our Board of Directors, we advanced system-level changes centered on our mission to nurture our children. With strategic investments in governance, planning, and partnership development, we supported the development of a stronger, more accountable organization, positioned to support children, youth, and families through community-led services.

Throughout the year, we balanced the operational pressures of sustained service development needs with a focus on intentional transformation to create a future for the organization that is centered on family. We advocated, with the support of our leadership, core operational grant funding to make this change possible and this need continues as we continue to respond to the challenges faced by our children and families.

In 2024–2025, SAI took action to solidify its governance and accountability framework:

- Finalized the Amendment of our By-Laws to strengthen First Nations decision-making and oversight. The Chiefs of the eight (8) Southeast First Nations were affirmed as Members of the Corporation and each Nation is represented on the Board of Directors.
- Finalized a three-year Service Purchase Agreement with Southeast Child and Family Services (2024–2026).
- Developed a three-year Strategic Plan through multi-phased engagement with First Nations leadership, Board Members, Partners in Service, Caregivers and the ‘Bimibatoowag Wabishke Ma’iinganag” Running White Wolves Youth Council. The three (3) priorities that inform the three-year Operational Plan, mandated by our stakeholders, are:
  - ◇ Family Reunification & First Nations Family Systems
  - ◇ Life Skills & Leadership
  - ◇ Knowing Who We Are and Where We Come From

Our partnerships with regional and community partners enabled us to do more to positively impact the experiences of our community:

- \$47,000 raised through the SAI–SECFS Fundraiser Golf Tournament to support our Youth Council.
- Grants and funding agreements secured and sustained for transitional housing with support, recreation, education, and community programming.

- Active partnerships with Southeast Child and Family Services, Southeast Resource Development Corporation, Shawano Wapunong Investment Corporation and our eight (8) Southeast First Nations communities.

The progress achieved this year reflects the dedication of our Chiefs, Board of Directors, young people, caregivers, staff and partners. Together, we continue to honour our responsibility to nurture the child, strengthen families, and support culturally healthy communities.

Miigwetch,

Executive Director  
Victoria Fisher

### **Pauingassi First Nation, MB**



## A MESSAGE FROM THE BOARD CHAIRPERSON

Once again it is an honour to share with our community members the presentation of the Annual Report for Shawenim Abinoojii Inc. (SAI) for 2024- 2025. This Annual Report communicates with its members the information gathered for the period ending March 2025.

The mission of SAI – Nurturing our children through culturally relevant programs and services supporting the needs of the community. Our Vision is culturally healthy children, families, and communities. These statements, which were developed by the employees, community leaders and grass roots stakeholders, continue to guide the organization in its endeavours to keep our children safe. By partnering with Southeast Child and Family Services (SECFs) and our Southeast communities, SAI provides homes for our children in our communities. This strengthens the children’s family ties and makes reunification easier in the future. The three (3) Strategic Priorities that were identified after a two-day workshop were: 1. Family Reunification & First Nations Family Systems; 2. Life Skills & Leadership; 3. Knowing who we are and where we come from. These strategic priorities are what guides the work plans of all the employees.

The many programs working together for SAI are: 1. the Northern Care Program which are the homes in the Southeast communities; 2. the Southern Care Program which are the homes in and around Winnipeg,; 3. the Sacred Care Program which was established to care for children with complex needs; 4. the Memengwaa Program which helps youth aging out of care, guiding them to become productive citizens; 5. the Support Program which provides supports to the children and family visits; 6. the Education Program which provides our children with alternative educational programming; and 7. the Wellness Program whose goal is to support the health and well being of children, youth, families, caregivers, and communities. All these programs work together to look after the children in the care of SECFs in our home communities and our urban centres. Each of these programs will be further enhanced in this Annual Report.

The SAI Board of Directors takes this opportunity to thank the Youth Council- Bimibatoowag Wabishke Ma’iinganag Running White Wolves for being the voice of our children and youth. The Youth Council continues to provide input to SAI programs and services.

The SAI Board appreciates all the staff on reserve and in our urban centres our Executive Director and program Directors, our Finance department, the support staff and most importantly our foster parents, who all work together to ensure our children are loved, protected and nurtured. Thank you to all.

Enjoy reading our Annual Report!

Board Chairperson  
Ellen Young

# SOUTHEAST FIRST NATIONS

**BROKENHEAD OJIBWAY NATION**



**BLACK RIVER FIRST NATION**



**BLACK RIVER FIRST NATION**

**HOLLOW WATER FIRST NATION**



*Bloodvein First Nation*

**BLOODVEIN FIRST NATION**



**BERENS RIVER FIRST NATION**



*Little Grand Rapids First Nation*

**LITTLE GRAND RAPIDS FIRST NATION**



**PAUINGASSI FIRST NATION**



**POPLAR RIVER FIRST NATION**



# BOARD OF DIRECTORS

FIRST NATION	BOARD MEMBER
Bloodvein First Nation	Ellen Young (Chairperson)
Hollow Water First Nation	Furlon Barker (Vice-Chairperson)
Brokenhead Ojibway Nation	Christopher Kent
Berens River First Nation	Jackie Everett
Poplar River First Nation	Chief Darcy Bruce
Little Grand Rapids First Nation	Wendy Leveque
Pauingassi First Nation	Tanis Owens
Black River First Nation	Oral Johnston

## OVERVIEW

SAI is led by a Board of Directors appointed by Band Council Resolution to represent their First Nation and provide governance and oversight according to the needs and experiences of our people.

The Board governs lawfully with an emphasis on cultural integrity, outward vision and commitment to obtaining community input, encouragement of diversity in viewpoints, strategic leadership, clear distinction of Board and staff roles, collective decisions, and a proactive focus on future growth.

The Board utilizes the experience, skill, and diverse viewpoints of its individual Directors to enhance the Board's values and governance practices. Each Director does their part by attending Board meetings, participating in the discussions, and providing guidance.

## COMMITMENT

The Board's role is to set policies that support the objectives of SAI to ensure the Executive Director and organization staff operate successfully. The Board has a responsibility to create and maintain a healthy relationship with the First Nations, the membership, and all stakeholders.

The SAI Board of Directors attend monthly meetings and provide continual direction and guidance to the organization. They coordinate and lead opportunities for purposeful discussions with our First Nations leaders and community members.

# BIMIBATOOWAG WABISHKE MA'IINGANAG

## RUNNING WHITE WOLVES YOUTH COUNCIL

MEMBER	COMMUNITY
Lacy Bird	Black River First Nation
Jolena Johnston	Black River First Nation
Jordan Armstrong	Bloodvein First Nation
Angela Guiboche	Bloodvein First Nation
Jazmyn Desjarlais	Brokenhead Ojibway Nation
Shelby Eaglestick	Little Grand Rapids First Nation
Holly Letandre	Poplar River First Nation
Percy Bittern	Poplar River First Nation
Delaina Williams	Hollow Water First Nation
Dezarae Meade	Berens River First Nation
Natasha Owens	Pauingassi First Nation
Joseph Eaglestick	Little Grand Rapids First Nation



### OVERVIEW

The Running White Wolves (RWW) Youth Council is a motivated group of twelve First Nation youth from Southeast First Nations communities. The Council ensures that the voices of children and youth who access SAI and SECFS programs and services are heard and is committed to creating positive change for future generations. Engaging youth through participation in the RWW Youth Council honours their inherent value, perspectives, and lived experiences. The Council creates pathways for young people to advocate on their own behalf and to help guide the development and implementation of programs and services, so they are responsive to the needs of children and youth. Involving youth as leaders in service delivery aligns with SAI’s principles of teamwork, accountability, and prevention.

“Running White Wolves,” translated in Anishinaabe as “Bimibatoowag Wabishke Ma’iinganag,” was gifted to the Youth Council through a Pipe Ceremony on December 12, 2022, conducted by Knowledge Carrier Henry McKay of Berens River First Nation. The RWW Youth Council was also gifted a medicine bundle from Shkabeh Wally Chartrand, which is used to guide, protect, and support the Council. The sacred items include a wolf pelt, all four medicines, a smudge bowl, and an eagle fan.

## COMMITMENT

The RWW Youth Council members commit to:

- Attend monthly meetings and quarterly gatherings.
- Attend project planning meetings and review and advise on new initiatives.
- Attend workshops, events, and/or youth conferences to represent the organizations.
- Bring youth challenges and successes to organization leadership.
- Build positive working relationships with community leadership and local resources.
- Participate in local community events and activities, as well as encouraging the participation of children and youth who are supported by SAI.
- Promote and recruit participants for SAI and SECFS activities, events, summer camps, and other initiatives.
- Develop and strengthen individual and collective leadership skills.



Little Grand Rapids First Nation, MB

## OUR GOALS

RWW Youth Council members engage with one another to discuss and review projects and initiatives across the organization. They also collaborate with organizational leadership and program staff, and build positive, healthy relationships within their communities on behalf of the organization and external partners who work together to support SAI's mission.

## HIGHLIGHTS OF YOUTH COUNCIL EVENTS

- The Youth Council attended the 2024 ribbon cutting ceremony for the new playground in Berens River First Nation.
- Two (2) Youth Council members attended the Little Grand Rapids Youth Conference in February 2025.
- The RWW participated in SAI's strategic planning sessions, fulfilling an important responsibility as the Youth Council plays a key role in guiding and shaping the organization's values, priorities, and long term direction.



## **OUR VISION**

**Culturally healthy children, families, and communities.**

## **OUR MISSION**

**Shawenim Abinoojii Inc. nurtures our children through culturally relevant programs and services supporting the need of the family.**



**SHAWENIM ABINOOJII INC.**  
**2025 - 2028**  
**Strategic Plan**



## **VISION**

Culturally healthy children, families, and communities.

## **MISSION**

Shawenim Abinoojii Inc. nurtures our children through culturally relevant programs and services supporting the needs of the community.

## **Letter From the Board**

It is an honour for the Shawenim Abinoojii Inc. Board to present our 2025-2028 Strategic Plan.

We continue to listen to our children, families, and communities to strengthen the goals that drive our organization. We strive to uphold the Vision and Mission of the organization by developing this Strategic Plan.

The importance of identity for our children is the driving factor of this Plan. Ensuring our children know who they are and where they come from is the main focus of this Plan.

Thank you to the hard work of the Shawenim Abinoojii Inc. staff, the care givers, parents, youth/children, Board Members, and community leadership for the input to the development of this Strategic Plan.

Shawenim Abinoojii Inc.  
Board of Directors

# STRATEGIC DIRECTIONS

Family Reunification  
and First Nations  
Family Systems



Life Skills and  
Leadership



Knowing Who We Are  
and Where We Come  
From



## FAMILY REUNIFICATION AND FIRST NATIONS FAMILY SYSTEMS

Through the inclusivity of families and walking alongside families in their journey, we will honour the right of a child to be connected with their family.

### Goal 1.1

Prioritize services centered on family preservation and reunification to develop and support strong networks focused on nurturing the wholistic wellness of our children.

### Goal 1.2

Build and enhance programs that provide intentional and meaningful opportunities for children, youth and their families to build and nurture healthy relationships, including family healing, communication, and bonding.

### Goal 1.3

Take action to preserve and promote the relationship between children, youth and their First Nations community. Our children are at the center of our community way of being.

## LIFE SKILLS AND LEADERSHIP

We honour the voices of our children through hearing and valuing their ideas and supporting their fullest potential.

### Goal 2.1

Nurture the unique skills and gifts of each child, youth and family to build confidence and courage to find their path, live with purpose and contribute in their way.

### Goal 2.2

Teach children and youth to know their rights and responsibilities as First Nations people to educate, inspire, and nurture our leaders of tomorrow.

### Goal 2.3

Support the development of comprehensive and practical life skills to ensure our young people are confident, empowered and set up for success as they approach their journey to adulthood.

## KNOWING WHO WE ARE AND WHERE WE COME FROM

Our children have the right to know who they are and to have a strong and healthy sense of identity based on the unique gifts and experiences of each of our First Nations communities.

### Goal 3.1

Nurture the wholistic wellness of children, youth and families through providing opportunities for learning and engaging in ceremony and our spirituality. Act and operate in kindness, as kindness is the foundation of how we relate to one another as Anishinaabe.

### Goal 3.2

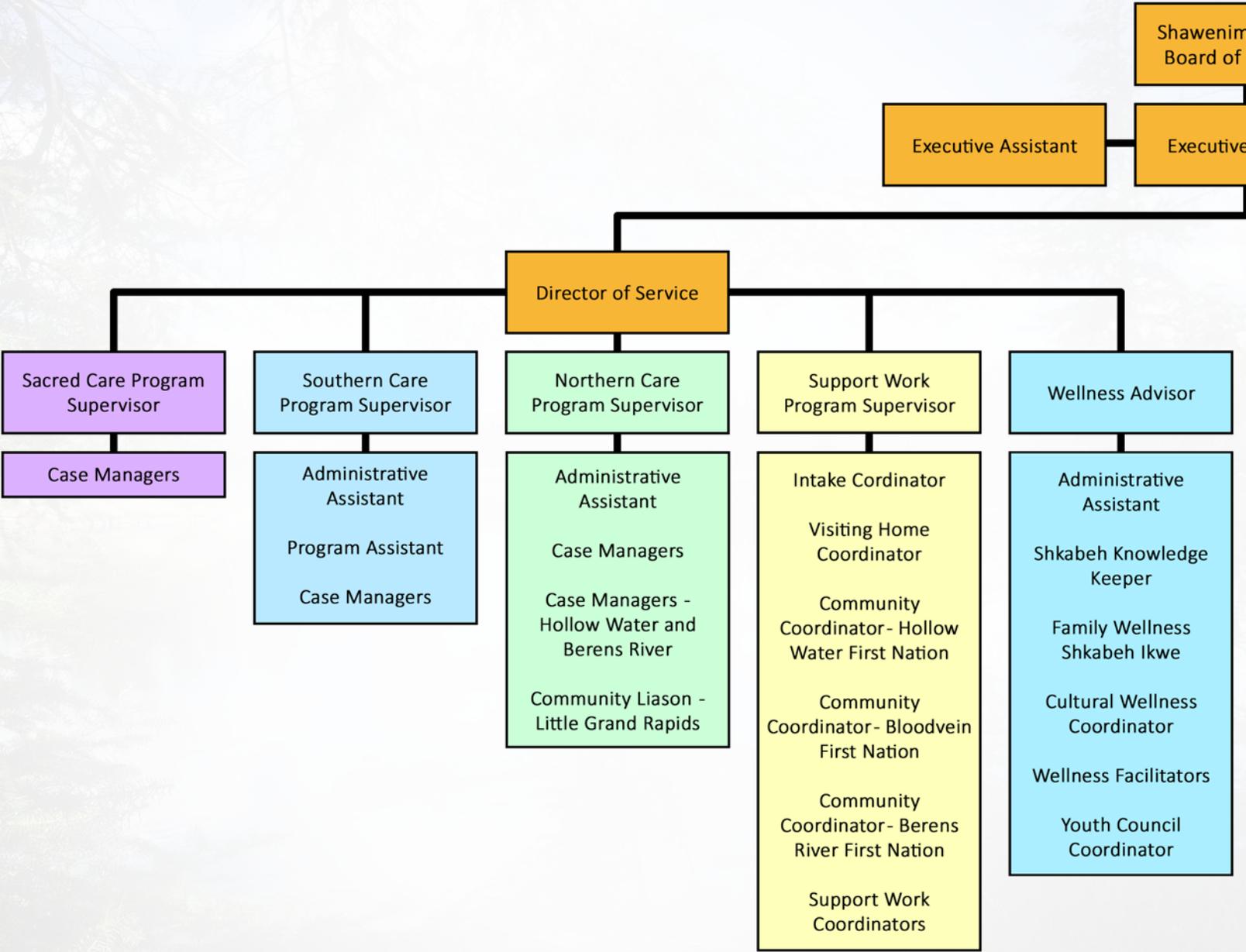
Immerse our children, youth and families in our Anishinaabe language. It is a right of a child to know and speak their language, and we honour our Anishinaabe identity in speaking the language of our ancestors. Language is a pillar of our way of life.

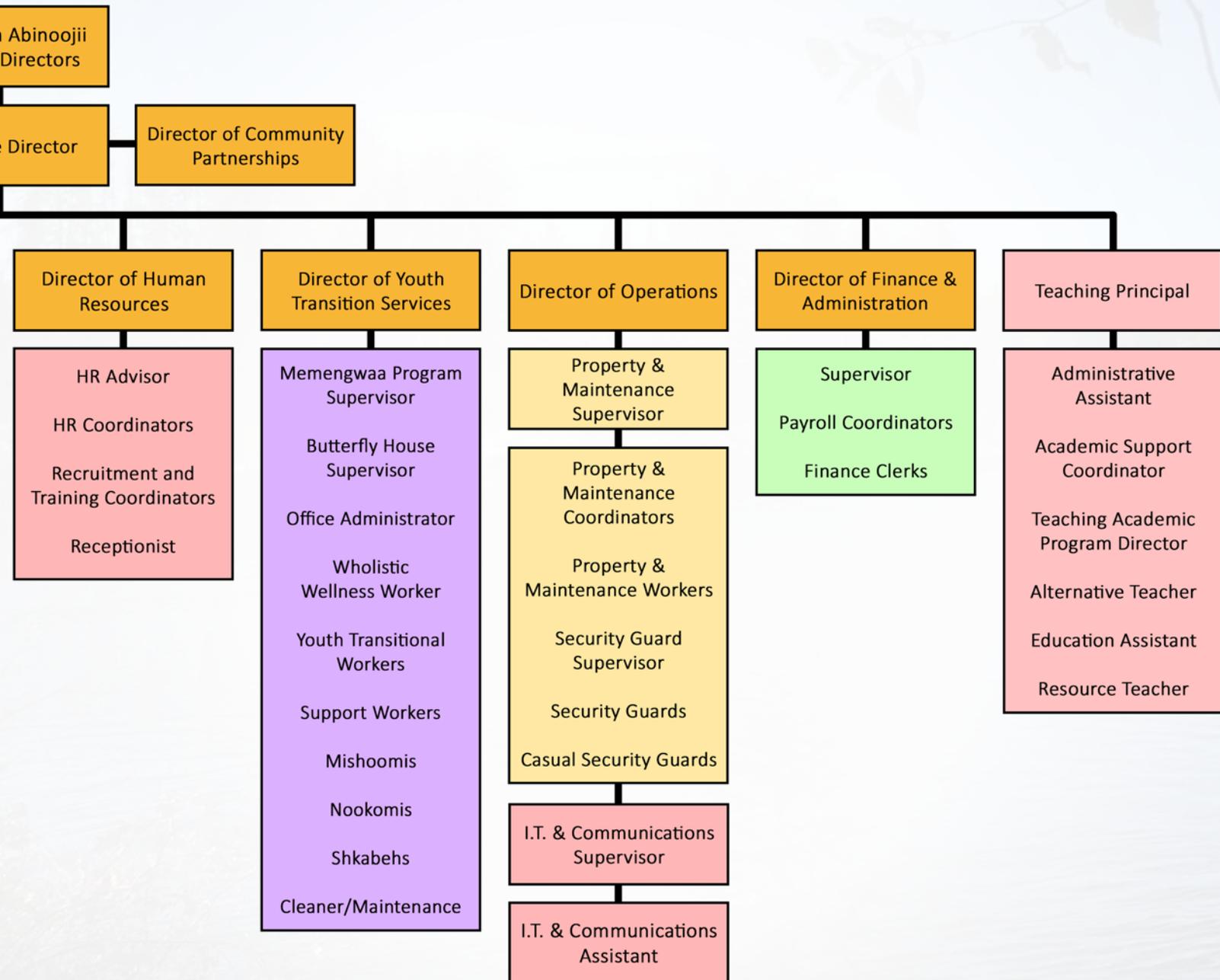
### Goal 3.3

Engage with our First Nations communities to support the interconnectedness of our children, youth, families and the land. We honour our relationships through supporting our traditional land connection.

# Shawenim Abinoojii Inc.

## Organization Chart





# CARE PROGRAMS

## OVERVIEW

The Care Programs consist of Northern, Southern and Sacred Care Programs as follows:

- The North Care Program ensures children and families residing in our First Nations communities have access to resources that keep their children close to home. As the heart of our organization's mission, it inspired the creation of SAI. We focus on community-based placements that celebrate and protect family bonds, cultural identity, linguistic heritage, and connection to our traditional territory.
- The Sacred Care and Southern Care Program offer nurturing, supportive homes for young people and families. These services were developed to respond to the needs of our relatives living in Winnipeg and surrounding communities. The purpose of these programs is to honour the identities of young people and families while supporting their healing, wellness, and long term well being.

### The Care Programs provide three (3) categories of homes:

1. **Child and Youth Homes:** Provide safe, supportive environments for children and youth who face challenges finding suitable placements. Each home is thoughtfully designed around their unique experiences and goals, fostering holistic wellness and essential skills for transitioning to independence.
2. **Reunification Homes:** Offer specialized team support tailored to families' unique needs and goals, including sibling and parent reunification. Caregivers focus on promoting well-being and personal aspirations to help families rebuild strong, lasting connections.
3. **Sacred Care Homes:** Offer specialized team support tailored to families' unique needs and goals, including sibling and parent reunification. Caregivers focus on promoting well-being and personal aspirations to help families rebuild strong, lasting connections.

### Little Grand Rapids First Nation, MB

## SERVICE DELIVERY APPROACH

Our team is driven by a deep commitment to child-centered, culturally informed care. We believe every child deserves a nurturing, stable environment tailored to their unique needs and experiences, creating opportunities for them to grow.

Case Managers oversee daily foster home operations through regular phone calls, emails, and visits, ensuring children's needs are met while supporting caregivers and coordinating with SECFS workers. We partner with collateral agencies to deliver comprehensive wraparound services for our children, youth, and families.

## KEY ACTIVITIES AND OUTCOMES

### Caregiver's Advisory Circle

Established in 2022, the Caregiver Advisory Circle (CAC) serves as a representative body for caregivers across our organization. It provides a dedicated platform for caregivers to voice opinions, concerns, and suggestions about SAI's programs and services while fostering open communication and collaboration among caregivers, staff, and management.

CAC representatives relay challenges faced by caregivers and children in their homes, while sharing key updates and information from SAI leadership. The CAC is comprised of 12 caregivers: eight (8) from Southeast First Nations communities, one (1) from Sacred Care, and three (3) from Winnipeg and rural areas (with priority given to Southeast First Nations members). Members serve two-year terms, unless otherwise agreed by all parties.

### Training

Our Care Programs prioritize ongoing training opportunities to empower caregivers with essential skills. This focus promotes consistent, high-quality care, strengthens placement stability, and deepens understanding of trauma-informed practices.

SAI hosts an Annual Caregivers Conference, offering three (3) full days of hands-on training and enriching cultural activities for all caregivers. We also deliver ASIST (Assisted Suicide Intervention Skills Training) in Little Grand Rapids and Winnipeg.

### Foster Home Development

SAI serves as a unique placement resource and, during this reporting period, successfully developed multiple new homes to meet the diverse needs of our children and youth.

The Sacred Care Program opened six (6) new foster homes dedicated to supporting high-risk youth, expanding access to safe, nurturing, and stable placements. Additionally, SAI established a specialized foster home for a sibling group of nine (9), enabling them to stay together during a challenging transition while preserving their stability, comfort, and familial bonds.

**CHILDREN, YOUTH AND FAMILIES SERVED – MARCH 31, 2025 (SOUTHERN CARE PROGRAM)**

Children in the homes	153
Number of homes	36
Location of the homes	Winnipeg - 26 Surrounding areas - 10

**CHILDREN, YOUTH AND FAMILIES SERVED – MARCH 31, 2025 (SACRED CARE PROGRAM)**

Children in the homes	25
Number of homes	8

**CHILDREN, YOUTH AND FAMILIES SERVED – MARCH 31, 2025 (NORTHERN CARE PROGRAM)**

Children in the homes	194
Number of homes	40

**Hollow Water First Nation, MB**



Children Supported in each Community as of March 31, 2025 (Northern Care Program)

BROKENHEAD	LITTLE GRAND RAPIDS	PAUINGASSI	BERENS	BLACK RIVER	BLOODVEIN	HOLLOW WATER	POPLAR RIVER
8	46	23	31	0	44	20	22
Number of homes:							
2	9	5	6	0	8	5	5

## STAFFING

SOUTHERN CARE PROGRAM	
<b>Director of Service</b>	Jaime Chartrand
<b>Supervisor</b>	Hayley Reutcky
<b>Administrative Assistant</b>	Rhea Bird
<b>Case Managers</b>	Kerri Johnston, Anna Cruz, Mikaela Wight, Joel Bodner

NORTHERN CARE PROGRAM	
<b>Director of Service</b>	Jaime Chartrand
<b>Supervisor</b>	Monika Flett
<b>Administrative Assistant</b>	Karen Grouette
<b>Program Assistant</b>	Yanira Lemus-Flores
<b>Case Managers</b>	Santana McKay, Garrett Williams
<b>Community Liason - Little Grand Rapids</b>	Desmond Monias
<b>Case Manager - Berens River First Nation</b>	Shanita Courchene-Martin
<b>Case Manager - Hollow Water First Nation</b>	Jen Bushie

SACRED CARE PROGRAM	
<b>Director of Service</b>	Jaime Chartrand
<b>Supervisor</b>	Monika Flett
<b>Case Manager</b>	Alyssa Ducharme

# MEMENGWAA PROGRAM

## PROGRAM OVERVIEW

Our vision—crafted in consultation with Memengwaa team members and the Running White Wolves Youth Council—is that Indigenous youth exiting Child and Family Services (CFS) care emerge with confidence in their identity as Indigenous people, equipped with essential life skills, resources, friendships, and connections to support their happiness.

## KEY OBJECTIVES

The Memengwaa Program provides Indigenous youth in and from CFS care with:

- Culturally based, safe, and welcoming housing.
- One-on-one support services and resources to build identity, healing, life skills, and independence.
- Holistic, culturally and land-based programming.
- Opportunities to foster peer connections, mentorship, and kinship ties.

## Team Impact

The Memengwaa team advances SAI's mission through:

- Cultural grounding and identity affirmation.
- Safe, nurturing environments.
- Holistic, individualized support.
- Dignified transitions rooted in connection.

This creates a transformative pathway for Indigenous youth—like a butterfly taking flight—with confidence, purpose, and deep ties to themselves and their communities.

## SERVICE DELIVERY APPROACH

The Memengwaa team delivers trauma-informed, culturally grounded, and youth-centered care. Our approach recognizes the multiple intersecting barriers youth aging out of care often face, responding with holistic, relational, and flexible support tailored to their needs.

## Core Focus Areas

- Building trust through consistent, respectful relationships with each youth.
- Meeting youth where they are—whether preparing for independent living or exploring foundational life skills.
- Providing wraparound support, including housing, one-on-one mentorship, land-based healing, cultural teachings, education/employment assistance, and connections to mental health or addiction services as needed.

- Empowering autonomy by helping young people set and pursue their own goals, free from external expectations.

We collaborate closely within the team, with community Elders and Knowledge Keepers, and external service providers to ensure comprehensive support.

## KEY ACTIVITIES AND OUTCOMES

The staff at Memengwaa collaborate to deliver a wide range of programming for youth in both our housing and outreach streams. During the past fiscal year, we facilitated 113 workshops, serving more than 60 youth, not including their children.

Below are examples of workshops offered throughout the year:

- 40 Cultural Workshops, including drum making, pipe ceremonies, beading circles, moccasin making, medicine walks, ribbon skirt and ribbon shirt workshops, seasonal teachings, and Elder led sharing circles.
- 37 Life Skills Workshops, including budgeting and financial literacy, meal planning and cooking classes, tenant rights and responsibilities, résumé building and job preparation, stress management, parenting support circles, healthy relationships workshops, and self care sessions.
- 36 Recreation and Community Engagement Workshops, including youth drop in nights, art sessions, sports and fitness activities, community feasts, and volunteer opportunities.

CHILDREN, YOUTH, AND FAMILIES	
Urban	76
Rural	0
Reunification	0
Total Number of People Supported	76



Children Supported in each Community as of March 31, 2025

BON	LGR	PAUINGASSI	BR	BLOODVEIN	HW	POPLAR	OTHER
1	12	0	5	19	10	14	15

## STAFFING

MEMENGWAA PROGRAM	
<b>Director of Youth Transitional Services</b>	Wayne Moneyas
<b>Memengwaa Program Supervisor</b>	Dakota Woitowicz
<b>Butterfly House Supervisor</b>	Janelle Samagalski
<b>Office Administrator</b>	Claudia Arthurson
<b>Wholistic Wellness Worker</b>	Tyrone Schroeder
<b>Youth Transitional Workers</b>	Robyn Rudolph, Jessica Courchene, Janay Sutherland, Larissa Chartrand, Ashley Forbister
<b>Support Worker</b>	Dalyse Amyotte
<b>Mishoomis</b>	Fern Henderson
<b>Nookomis</b>	Tammy Leask
<b>Evening Shkابه</b>	Jasmine Day
<b>Evening Shkابه</b>	Kashtin Wesley
<b>Night Shkابه</b>	Janelle Green
<b>Overnight Shkابه</b>	Tianna Richard
<b>Casual Shkابه</b>	David Murai
<b>Cleaner/Maintenance</b>	Tate Berens

## Recent Award Recognition

The Memengwaa program, developed by SAI in Winnipeg, Manitoba, was proudly selected as one of the winners of the fourth annual Making the Shift Youth Homelessness Prevention Awards.

In November 2024, the Memengwaa team travelled to Ottawa alongside SAI staff and youth to formally accept the award at the Canadian Alliance to Ending Homelessness Conference. Delaina Williams delivered a heartfelt personal speech prior to receiving this prestigious recognition for our homelessness prevention efforts.



# SUPPORT WORK PROGRAM

## PROGRAM OVERVIEW

The Support Work Program (SWP) delivers a range of services to honour and preserve healthy connections for children, youth, and their families. As one of SAI's foundational programs, it addresses core needs by providing safe, positive, and nurturing experiences for our Southeast First Nations communities, Winnipeg, and rural Manitoba.

**Mentoring:** One-on-one guidance tailored to youth, fostering growth through healthy recreation, confidence-building, life skills, and cultural exploration based on their individual goals and experiences.

**In-Home Family Support:** Prevention and intervention services to promote family preservation and reunification, including relationship-building with parents, support for holistic wellness, and connections to sustaining resources.

**Family Visits:** Safe, supervised transportation and environments for positive family interactions—at SECFS offices, SAI visiting homes, parents' homes, care homes, or community locations.

**Emergency Requests:** Immediate response for urgent needs, including supervision and transportation across Winnipeg, First Nations communities, and rural Manitoba.

**Care Program Support and Respite:** Direct assistance to SAI care homes, with scheduled shifts, meaningful engagement, and pre-approved respite to support caregivers' well-being and home consistency.

## SERVICE DELIVERY APPROACH

SWP carefully matches Support Workers to children, youth, and families based on their specific needs, skills, and experiences for effective, meaningful engagement. We follow a structured process for receiving requests, delivering services, and managing ongoing support.

Our program handles recruitment, selection, onboarding, orientation, background checks per policy, and ongoing supervision of Support Workers. Requests are assigned with a focus on optimal fit, while SAI's Human Resources and Finance teams manage employee files and payroll to ensure seamless service delivery.

## SAI VISITING HOMES

SWP operates two duplexes, with a total of four (4) units, dedicated to hosting both day visits and overnight stays for children and families. These homes are maintained with the intent of providing a homelike atmosphere that is a welcoming and comfortable setting for children and families to participate in family visits. Each home provides kitchens with essential supplies, comfortably furnished rooms and outdoor play areas in the yards. SAI developed our first family visit homes in 2018 with a goal of providing visiting space that honor the experiences of our children and families and their sacred time together. These homes have also been utilized to respond to emergency needs, including Places of Safety for children and youth who require immediate service. These resources are versatile and provide the resources needed to effectively respond to the needs of our communities.

## KEY ACCOMPLISHMENTS

### Program Unification (April 2024)

A major milestone this fiscal year was the successful merger of three (3) separate support coordination models into a single, unified program. Key achievements include:

- Standardizing processes across all care programs and SECFS requests, centralizing intake, assignment, and scheduling of support workers,
- Rebuilding the request system with a single intake email and clear timelines; and
- Consolidating timesheet submission and approval processes.

This unification improved clarity, accountability, and service consistency for families, support workers, and program partners.

### Staffing and Growth

- Hired over 100 new support workers, with many sourced through targeted community-based recruitment efforts.
- Implemented community-specific staffing strategies to minimize reliance on travel (such as flights) and prioritize local employment opportunities.

### Service Enhancements

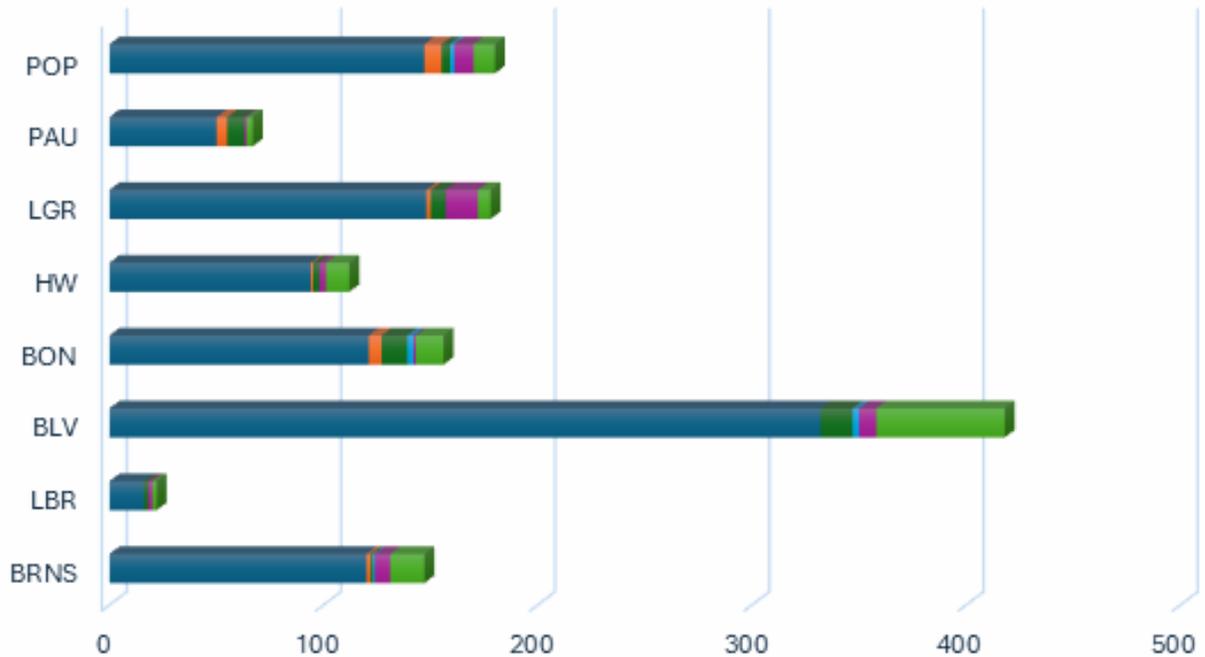
- Regained control and reopened Family Visiting Homes, now operating with structured booking, constant supervision, and updated procedures.
- Expanded emergency service capacity through clearer processes and designated on-call systems.
- Increased availability of mentoring and in-home support services.

## Training and Orientation

- Launched a comprehensive, structured orientation package for new support workers.
- Embedded Sacred Agreements and safety standards as foundational elements of all onboarding.
- Standardized documentation processes including file recordings, mileage tracking, and timesheet forms.

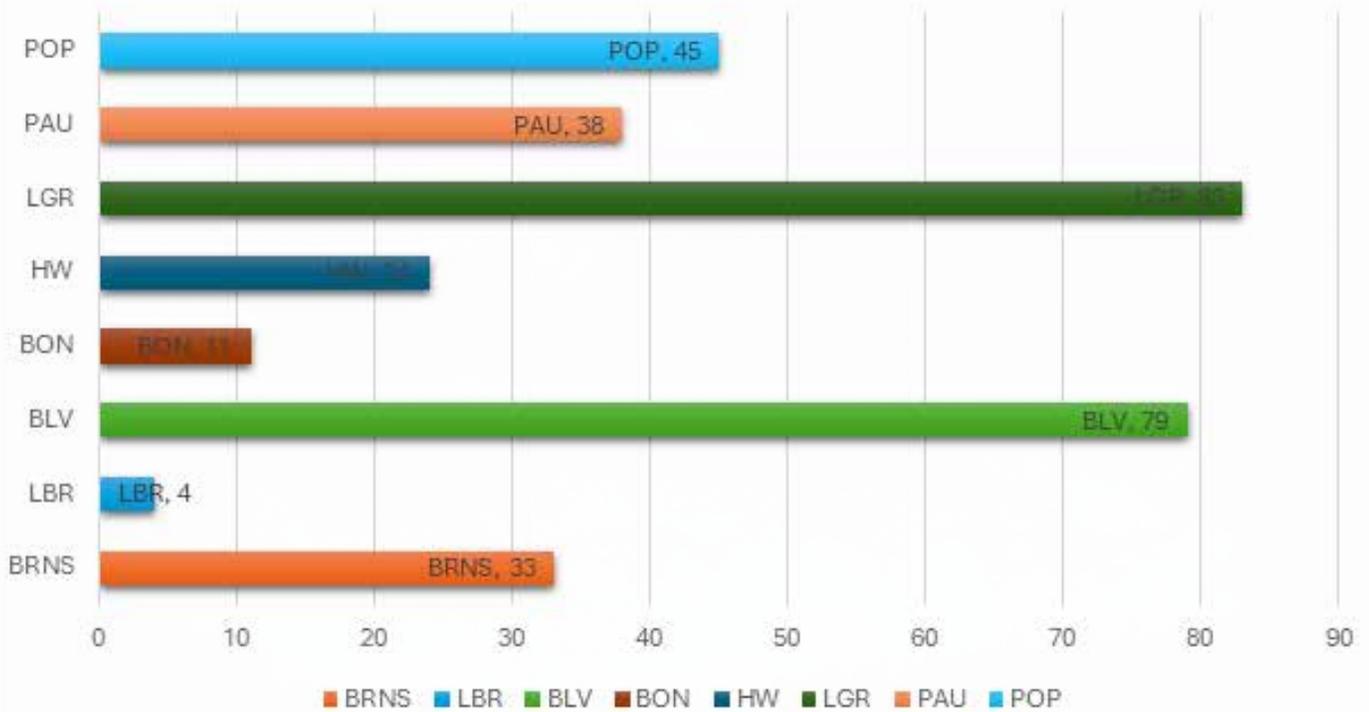
## STATISTICS & DEMOGRAPHICS

### SECFS REQUESTS by Service & Community



	BRNS	LBR	BLV	BON	HW	LGR	PAU	POP
■ Visits	120	16	332	121	94	148	50	147
■ Mentor	2	0	0	6	1	2	5	8
■ INS	1	2	15	12	3	7	8	4
■ Therapy	1	0	3	3	0	0	0	2
■ Emergency	7	2	8	1	3	15	1	9
■ Visiting Home	16	2	60	13	11	6	3	10

## Children Served by Community - SAI Care Program



SUPPORT WORK PROGRAM	
<b>Supervisor</b>	Alexandria McDougall
<b>Visiting Home Coordinator</b>	Cindy Grzebeniak
<b>Intake Coordinator</b>	Danielle Choken
<b>Program Coordinators</b>	Katherine Bradburn, Danielle Davis, Ashley Jones, Harley Peebles, Erica Sanderson, Charlotte Combat, Jordan Chudrick
<b>Community Coordinators</b>	Mary Berens, Nicole Berens, Erika Barker

## CHALLENGES & AREAS FOR IMPROVEMENT

**Delays in Hiring:** Prior Contact Checks (PCCs) processing times continue to slow onboarding.

**Timesheet Compliance:** Ongoing reminders and accountability measures are needed to boost submission accuracy and timeliness.

**Flight & Transportation Costs:** Further efforts required to reduce air travel through local hiring and efficient scheduling.

**Retention:** Casual employment models hinder long-term workforce stability.

## LOOKING AHEAD

In the 2025–2026 fiscal year, SWP will focus on:

- Creating a full-time employment model for support workers to enhance stability,
- Finalizing a support tracking system for care programs, mirroring SECFS accountability standards,
- Increasing coordination across all programs to minimize service disruptions and maintain staffing levels; and
- Continuing to advocate for realistic hiring timelines and stronger interdepartmental collaboration.

## CONCLUSION

The 2024–2025 fiscal year marked a transformative period for SWP, with restructuring that established a strong foundation for long-term stability and growth. Through ongoing collaboration, clear communication, and unwavering commitment to the children and families we serve, SWP continues delivering compassionate, reliable, and culturally grounded support.

# EDUCATION PROGRAM

## OVERVIEW

The Education Department at SAI delivers culturally grounded, holistic, and student-centered education to nurture the full potential of every child and youth in our care. We aim to create a safe, supportive learning environment that honours each student's unique needs, strengths, and circumstances, guided by the Circle of Courage philosophy—Belonging, Mastery, Independence, and Generosity. We aim to create safe, supportive, and empowering learning environments that recognize and respond to each student's unique needs, strengths, and circumstances.

## Our Commitment

Rooted in Indigenous values, our approach reflects SAI's mission to love, protect, and nurture our children through compassionate care, barrier-free opportunities, and individualized plans. We serve students from Manitoba's eight (8) Southeast First Nations communities—Bloodvein, Brokenhead Ojibway Nation, Hollow Water, Little Grand Rapids, Pauingassi, Poplar River, Black River, and Berens River First Nations—who often face systemic barriers to consistent, culturally responsive education.

## Our School Sites

Education Resource Centre (Rural Municipality of Tache, near Ste. Anne, MB): Established in 2019 in partnership with Seine River School Division (SRSD), this K-12 site addresses educational gaps with a dual-site model—half-day SRSD attendance and half-day at our Centre for flexible, trauma-informed learning.

Shawenim Abinoojii School (Winnipeg): Upholds the same holistic standards, cultural integration, and academic planning to break down barriers and foster success.

## Little Grand Rapids First Nation, MB

Both sites prioritize cultural safety, trauma-informed practices, and equitable opportunities, ensuring students thrive academically, emotionally, spiritually, and socially while building confidence and community connections for their futures.

## SERVICE DELIVERY APPROACH

Our team employs a holistic, student-centered model designed to meet each child's unique needs, experiences, strengths, and challenges. We meet students where they are, delivering individualized support that addresses academic, emotional, social, cultural, and spiritual well-being.

### Guiding Philosophy

The Circle of Courage—Belonging, Mastery, Independence, and Generosity—anchors our approach, ensuring balanced development across all areas. When gaps arise, we collaborate with students and their support networks to create strength-based plans that promote growth and healing.

### Overcoming Barriers

Recognizing the significant systemic challenges many students face, we prioritize identifying successes, removing obstacles, and building practical pathways to success. Our model ensures students feel valued, safe, and supported while learning.

### Funding Sources

The department is primarily funded through Manitoba Education's Nominal Roll funding as a Funded Independent School, supplemented by grants for Indigenous education, special programming, student wellness, cultural initiatives, and mental health services. These resources enable truly holistic, culturally reflective education.

## KEY ACTIVITIES & OUTCOMES

Shawenim Abinoojii School weave cultural identity into the Manitoba curriculum, fostering belonging and connection to self, community, and culture. We implement three (3) core approaches aligned with our Vision and Mission: culturally based pedagogy, holistic trauma-informed care, and healing-centered practices guided by the Circle of Courage.

### 1. Culturally-Based Educational Pedagogy

All students earn Cultural Exploration Credit 41G, with additional compulsory courses such as ELA, Social Studies, Science, and Math. Hands-on experiences include:

- Seasonal land skills: trapping, fishing, net setting, snaring, plant harvesting, wild game processing.
- Traditional practices: hide/fur prep, canoe safety, tipi building, berry picking, ceremonies.
- In-class crafts: beading, skirt/shirt making, dream catchers, medicine bags.
- Ojibwe language instruction.
- Manitoba curriculum implemented courses that are compulsory for graduation.

## 2. Holistic and Trauma-Informed Approach

Staff training covers Trauma-Informed Care, Non-Violent Crisis Intervention, ASIST, Mental Health First Aid, and CPR. This ensures support for students' mental, emotional, physical, and spiritual growth beyond academics.

## 3. Healing-Centered Circle of Courage

- Belonging: Strong, trusting relationships.
- Mastery: Strengths and confidence building.
- Independence: Self-direction and responsibility.
- Generosity: Meaningful contributions to others.

## **Pauingassi First Nation, MB**



### Land-Based Highlights

A 12-week program with Animikii Miko Ochichak featured tipi teachings, bush medicine, big game harvest, snowshoeing, decolonized diets, and Elder-led storytelling. Monthly sweat lodge ceremonies with Knowledge Keeper Wally Chartrand support spiritual wellness, alongside Wellness Department workshops for cultural credits like drum making.

### Addressing Engagement Challenges

To boost attendance amid students' unique needs, we offer slow-start transitions, alternative classroom setting, and daily check ins with students. Collaborative interventions with to implement a wrap around approach with the Executive Director, caregivers, and external providers drive the greatest success.

### Celebrating Graduates

We proudly recognize graduate Benjamin George for his strength, commitment, and resilience throughout the school year as he advances on his path.

CHILDREN, YOUTH AND FAMILIES SERVED	
Urban	24
Rural	15
<b>Total Number of People Supported</b>	<b>39</b>

### INDIVIDUALS SUPPORTED FROM EACH COMMUNITY

BON	LGR	PAUINGASSI	LBR	BR	BLOODVEIN	HW	POPLAR
1	3	4	2	2	5	3	2

DEMOGRAPHICS			
Age Range	8-22 years	Average Age	15.5 years
	Age 0-3		0
	Age 3-12		15
	Age 12-18		21
	Age 18-25		3

## STAFFING

EDUCATION DEPARTMENT	
<b>Education Program Manager</b>	Alyssa Anderson
<b>Academic Support Coordinator</b>	Jordan Lavallee
<b>Teacher (865 Main St.)</b>	Tanisha Chartrand
<b>Teacher (Part-time 865 Main St.)</b>	Carolyn Millar
<b>Teacher (Ste Annes ED Center)</b>	Shannon Bear



# WELLNESS PROGRAM

## OVERVIEW

The Wellness Program supports our children, youth, and families by creating safe, welcoming, and culturally grounded spaces where community connection, identity, and well-being can flourish. The program is rooted in relationship and community, recognizing that healing and wellness happen through belonging, shared experiences, and connection. Through accessible, strengths-based programming, the Wellness Program supports youth who may be experiencing instability, transition, or disconnection by offering opportunities to feel seen, heard, and valued within community.

## OBJECTIVES

The objectives of the Wellness Program are to:

- Strengthen cultural identity and pride
- Build positive peer relationships
- Support emotional regulation and social skills
- Create consistent, safe spaces for connection

## SERVICE DELIVERY APPROACH

The Wellness Program is delivered through a community-centered and relationship-based approach. Programming is flexible and responsive to the needs and interests of youth, allowing staff to meet participants where they are at and adapt activities accordingly.

Activities are grounded in First Nations values and ways of knowing, including language-based activities, seasonal celebrations, recreational outings, and creative expression. Staff work alongside youth rather than directing them, fostering trust, leadership, and shared responsibility.

The program is supported through the Sport for Social Development in Indigenous Communities (SSDIC) component of the Sport Support Program (SSP), administered by Indigenous Services Canada, with supplementary support from the organization's administration and strengthened by partnerships and in-kind contributions from partner organizations.

## KEY ACTIVITIES & COMMUNITY OUTCOMES

Throughout the reporting period, the Wellness Program offered a wide range of community-based activities, including:

- Cultural beading and crafting nights
- Ojibwe language bingo and games
- Teachings and cultural skill-building such as dreamcatcher crafting
- Seasonal celebrations including an Easter community event and Mother's Day activities
- Community outings such as attending a Valour FC match
- Outdoor play, recreation, and shared meals

These activities provided consistent opportunities for youth to connect with one another, staff, and their culture. Outcomes observed include increased confidence, stronger peer relationships, greater willingness to participate in group settings, and cultural engagement.

## PARTICIPATION & COMMUNITY REACH

The Wellness Program engaged children and youth from multiple First Nations communities, including Bloodvein, Brokenhead, Little Grand Rapids, Poplar River, Pauingassi, and Berens River. Participation ranged from small group activities that supported connection, to large-scale community events that brought together youth across programs. High levels of repeat attendance demonstrate trust, consistency, and the value youth place on these spaces.



## STAFFING & COMMUNITY PRESENCE

The Wellness Program is delivered by Wellness Workers who are committed to community presence and relationship-building. Staff prioritize consistency, cultural humility, and youth voice in all activities.

WELLNESS PROGRAM	
<b>Director of Community Partnerships</b>	Raven Boulanger
<b>Wellness Advisor</b>	Marsha Simmons
<b>Administrative Assistant</b>	Shanice Parker
<b>Shkabeh/Knowledge Keeper</b>	Wally Chartrand
<b>Family Wellness Shkabeh Ikwe</b>	Ingrid Beach
<b>Cultural Wellness Coordinator</b>	Jamie Thordarson
<b>Wellness Facilitator (South)</b>	Summer Fisher
<b>Wellness Facilitator (All)</b>	Justin Malcolm
<b>Youth Council Coordinator</b>	Amanda Cowley

## COMMUNITY PARTICIPATION SUMMARY

CATEGORY	NUMBER
Total Youth & Children Participants	120+
Urban-Based Activities	65+
Rural / Community-Based Activities	55+

Participation counts reflect engagement across multiple Wellness activities delivered between March and May 2025. Many youth participated in more than one activity, demonstrating sustained engagement and trust.

## FIRST NATION PARTICIPATION BREAKDOWN

FIRST NATION	YOUTH
Little Grand Rapids	45+
Bloodvein	25+
Poplar River	20+
Pauingassi	15+
Brokenhead	10+
Berens River	10+

## ACTIVITIES DELIVERED

ACTIVITY TYPE	NUMBER DELIVERED
Cultural Crafting & Beading Activities	45+
Language-Based Activities	25+
Seasonal / Cultural Events	20+
Community Outings & Recreation	15+
Creative Arts & Cultural Teachings	10+



# PROPERTY & MAINTENANCE

## OVERVIEW

The Property & Maintenance Department manages SAI properties, vehicles, and repairs across Winnipeg, rural areas, and First Nations communities.

Rentals Properties: We address wear-and-tear repairs, while landlords handle major structural work—though timelines vary, creating occasional challenges.

Owned Properties: Is the full responsibility of SAI.

In 2024–2025, we advanced preventative maintenance, improved fleet reliability, and strengthened communication with care programs. The new FIIX work order system now accelerates responses and better coordination.

## STATISTICS

SHAWENIM ABINOOJII INC. MANAGED PROPERTIES	
SAI Administration Offices	2
Community Homes- Leased from Nation	43
Winnipeg & Rural Homes	27
Transitional Housing Properties	2
<b>TOTAL</b>	<b>74</b>

## STAFFING

PROPERTY & MAINTENANCE	
<b>Director of Operations</b>	Wanda Davis
<b>Property &amp; Maintenance Supervisor</b>	Clifford Bruce
<b>Property &amp; Maintenance Coordinators</b>	Destiny Schwenzer, Yolande Cook, Jodene Kowalchuk
<b>Property &amp; Maintenance Workers</b>	Richard McKay, Brendan Alexander, Fred Bruce
<b>Security Guard Supervisor</b>	Joppee Blacksmith
<b>Security Guards</b>	Dylan Blacksmith, Angad Singh, Maninder Dhanoa, Sajan Girdhar

## ACTIVITIES

- Reviewed First Nations lease agreements.
- Developed HVAC preventative schedules and seasonal inspections.
- Launched FIIX work order system for urgent, overdue and pending work order tracking.
- Hired local workers in community to complete repairs which reduced travel costs.
- Prioritized hiring community members from southeast region which is now our majority.
- Reviewed security operations and improved scheduling at 126 Alfred Avenue.
- Replaced aging fleet vehicles.

## CHALLENGES

- Household requests for cleaning, patching, and furniture spiked, stretching time and budgets.
- Backlogs persisted; we prioritized safety-critical repairs.
- Remote fixes proved costly outside winter road season.
- Ongoing housing shortages impacted program needs.
- Limited team lodging options in certain communities.
- Landlord response timelines remained inconsistent.

## **Paungassi First Nation, MB**



# IT & COMMUNICATIONS

## OVERVIEW

The IT & Communications department focuses on advancing the organization’s technological and communication infrastructure throughout each year. The primary objective was to enhance effective management, security, and optimization of systems that facilitate daily operations across all departments. Ensuring we provided reliable technical support, improvement of cybersecurity protocols, and consistent communication platforms, the department contributed to the efficiency of workflows and alignment with organizational goals.

## SERVICE DELIVERY APPROACH

Reporting directly to the Director of Operations, the IT & Communications department focused on providing seamless technical support and maintaining a secure digital infrastructure. The department’s functions included:

- Managing technical support requests across all sites, ensuring timely resolution and minimal disruption.
- Overseeing communication technologies and platforms to support both internal collaboration and external public engagement.
- Strengthening cybersecurity readiness through proactive monitoring, staff education, and system updates.

## STAFFING

IT & COMMUNICATIONS	
IT & Communications Supervisor	Rene Marriott
IT & Communications Assistant	Marie Gebauer

## ACTIVITIES

- Implemented organization-wide cybersecurity training for all staff, covering password protection, multi-factor authentication setup and use, information privacy and management, and scam/phishing awareness across technological communication platforms.
- Upgrade anti-virus, anti-malware, and anti-phishing software to better protect essential business technology.

- Rolled out new endpoint management software to centrally track, update, and maintain organizational endpoints.
- Installed an intercom and key fob card access system at the main office to strengthen building security.
- Designed, framed, and posted Sacred Agreement posters in every office building to reinforce shared values and expectations.
- Upgraded staff computers and work cell phones, with plans to refurbish and resell older equipment to help offset upgrade costs.

### **Hollow Water First Nation, MB**



## **LOOKING AHEAD**

In the 2025–2026 fiscal year, IT & Communications aims to:

- Continue exploring automation and data management solutions to increase efficiency.
- Implement structured asset management and lifecycle planning for hardware and software.
- Advance organizational cybersecurity maturity through formal policy implementation and staff training.
- Expand cross-program digital solutions that enhance communication, collaboration, and data security across the organization.

# HUMAN RESOURCES

## OVERVIEW

Human Resources develops and implements tools, strategies, systems, policies, and processes that support organizational growth. The Human Resources team recruits effectively while supporting employee retention through performance enhancement, professional development, training, and strong employee relations that foster a connected, collaborative, and positive work environment.

The Human Resources team provides guidance, support, and recommendations aligned with SAI Human Resources Policy & Procedures, while ensuring full compliance with Manitoba’s Employment Standards Code, provincial legislation, and regulatory requirements.

## STAFFING

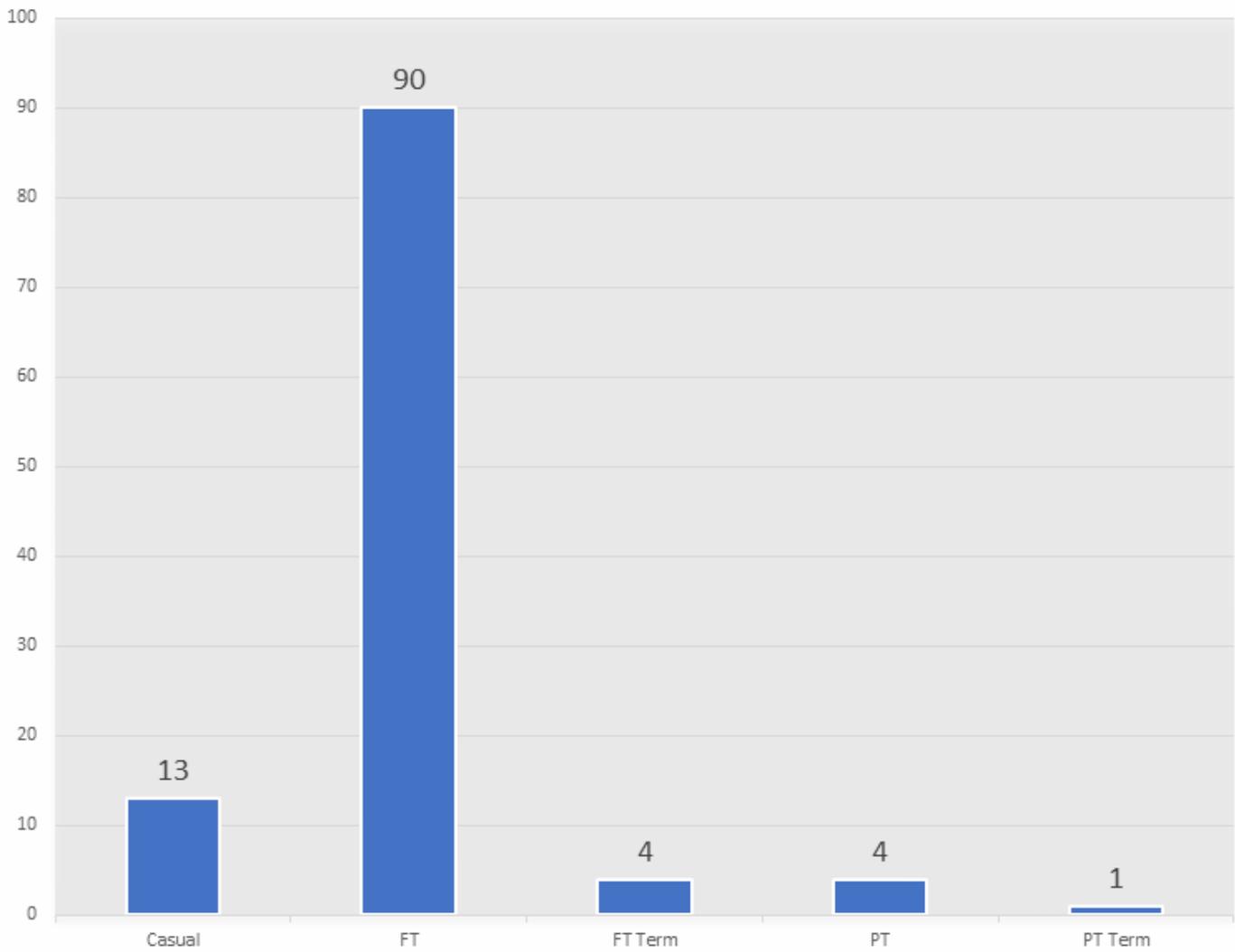
HUMAN RESOURCES	
<b>Director of Human Resources</b>	Susan Coutu
<b>Human Resources Advisor</b>	Tanya Sandy
<b>Human Resources Coordinator Records &amp; Information Management</b>	Rosalind Johnston
<b>Human Resources Coordinator Core Staff</b>	Joelle Lilley
<b>Human Resources Coordinator Support Work Program</b>	Jessica Pierre



## DEMOGRAPHICS

<b>Total No. of Employees</b>	<b>112</b>
Full-Time Permanent	90
Full-Time Term	4
Part-Time Permanent	4
Part-Time Term	1
Casual	13
Southeast Community Members	32
First Nations across Manitoba	54
Metis	3
Non-First Nation	23

Employee Position Status Total  
April 1, 2024 - March 31, 2025

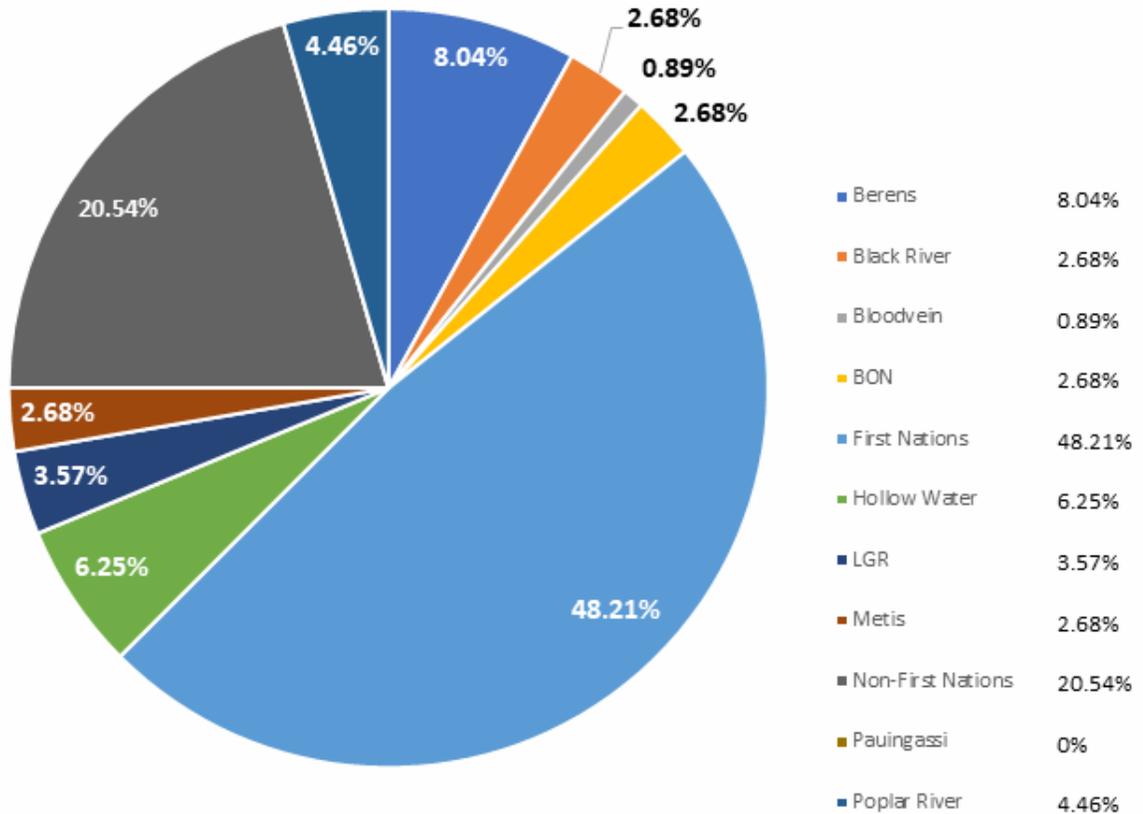


## ACTIVITIES

Throughout the Summer of 2024 the Human Resources Recruitment team attended Community Information Sessions in Berens River, Little Black River, Hollow Water, Brokenhead, Bloodvein, Pauingassi, and Little Grand Rapids First Nations.

The recruitment team also participated in seven (7) recruitment and networking events from November 2024 through March 2025, with many more events confirmed for Spring, Summer, and Fall 2025.

SAI Employment and Community Percentage Stats  
April 1, 2024 - March 31, 2025



# FINANCE & ADMINISTRATION

## OVERVIEW

The Finance Department creates, implements, and monitors annual budgets, prepares financial statements, and supports annual audits. We process invoices and payments to ensure efficient, transparent financial management and accountable controls that responsibly support all organizational operations.

## SERVICE DELIVERY APPROACH

Finance & Administration is responsible for all financial processing for SAI. We process payroll for foster and support staff bi-weekly, pay vendors weekly or monthly, and submit monthly invoices to SECFS.

Finance Admin staff arrange daily travel for core staff, foster parents, and support/respite workers, while ordering organizational supplies on a monthly schedule. Budgeting and audits occur annually, with audited statements presented to communities in this report. The finance team collaborates across the organization to streamline processes for all stakeholders, funded through administrative fees.

## STATISTICS

CHILDREN, YOUTH AND FAMILIES SERVED	
Urban	672
Communities	257
Reunification	7
<b>Total Number of People Supported</b>	<b>936</b>

### Additional People Supported:

SAI provides donations to communities for events and gatherings. We supported bio parents and children with housing when their family home was deemed unlivable in the community. We also aided reunified families.

## STAFFING

FINANCE & ADMINISTRATION	
<b>Director of Finance and Administration</b>	Tracy Finlayson
<b>Supervisor</b>	Diane Harper
<b>Payroll Coordinators</b>	Jennifer Moar, Loretta Johnston
<b>Finance Clerks</b>	Charmanie Moar, Keylyn Keeper, Brittany Berard, Kurt Finlayson, Myra Woodhouse, Trevor Bird, Kyle Clarke

## ACTIVITIES

Completed transition of payroll to Payworks. Streamlined account codes to enhance daily transaction processing and focus budgets on essential funding needs. Combined accounts by program area to sharpen focus on core responsibilities. Established optimized schedules and run times to reduce organizational costs.

## ACHIEVEMENTS

Team members have developed "how-to guides" and partnered with colleagues for mutual coverage. Finance clerks are expanding their skills across departmental areas—while respecting Generally Accepted Accounting Principles (GAAP)—to broaden experience and ensure continuity.

## CHALLENGES & STRATEGIES

We break down barriers to streamline workflows by implementing permanent forms on file, reducing follow-ups and requiring submissions prior to processing.

We identify rural and community vendors with appropriate purchase order (PO) systems, partnering with SECFS to expand our vendor network.

We collaborate with programs to identify cost-effective planning for annual budgets, including pre-event coordination with Southeast entities and communities to support the families, youth, and children we serve.

We enhance staff and organizational budget understanding through clear communication of changes, allowing time for effective implementation.

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SHAWENIM ABINOOJII INC.  
FINANCIAL STATEMENTS

MARCH 31, 2025

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# SHAWENIM ABINOOJII INC.

## INDEX TO FINANCIAL STATEMENTS

MARCH 31, 2025

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SCHEDULE OF EXPENDITURES

MEMENGWAA.....SCHEDULE 1

**INDEPENDENT AUDITOR'S REPORT**

To the Directors  
Shawenim Abinoojii Inc.

**Opinion**

We have audited the accompanying financial statements of Shawenim Abinoojii Inc., which comprise the statement of financial position as at March 31, 2025, and the statement of revenue and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Shawenim Abinoojii Inc. as at March 31, 2025, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of Shawenim Abinoojii Inc. in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Other Information: Annual Report**

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

*(continued.....)*

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

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

In preparing the financial statements, management is responsible for assessing Shawenim Abinoojii Inc.'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 Shawenim Abinoojii Inc. or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Shawenim Abinoojii Inc.'s financial reporting process.

### **Auditor's Responsibility for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

*(continued.....)*

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Baker Tilly HMA LLP*

Chartered Professional Accountants

Winnipeg, Manitoba  
September 17, 2025

# SHAWENIM ABINOOJII INC.

STATEMENT 1

## STATEMENT OF FINANCIAL POSITION

MARCH 31

	2025	2024
<b>A S S E T S</b>		
CURRENT		
Cash	\$ 6,798,078	\$ 1,855,330
Accounts receivable (Note 3)	496,308	581,058
Due from Southeast Child and Family Services (Note 4)	11,767,243	6,735,525
Prepaid expenses	<u>252,771</u>	<u>166,636</u>
	<b>19,314,400</b>	<b>9,338,549</b>
CAPITAL ASSETS (Note 5)	<b><u>13,823,273</u></b>	<b><u>13,131,393</u></b>
	<b>\$ <u>33,137,673</u></b>	<b>\$ <u>22,469,942</u></b>

<b>L I A B I L I T I E S</b>		
CURRENT		
Accounts payable and accrued liabilities (Note 7)	\$ 1,952,703	\$ 1,868,525
Current portion of deferred capital contributions (Note 8)	146,461	146,461
Current portion of long term debt (Note 9)	<u>626,760</u>	<u>441,714</u>
	<b>2,725,924</b>	<b>2,456,700</b>
DEFERRED CAPITAL CONTRIBUTIONS (Note 8)	<b>5,097,057</b>	5,243,518
LONG TERM DEBT (Note 9)	<b><u>2,203,036</u></b>	<b><u>2,059,840</u></b>
	<b><u>10,026,017</u></b>	<b><u>9,760,058</u></b>
COMMITMENTS (Note 10)		
CONTINGENT LIABILITY (Note 11)		

<b>N E T A S S E T S</b>		
UNRESTRICTED NET ASSETS	<b>9,361,697</b>	7,470,024
RESTRICTED NET ASSETS	<b>8,000,000</b>	
NET ASSETS INVESTED IN CAPITAL ASSETS	<b><u>5,749,959</u></b>	<b><u>5,239,860</u></b>
	<b><u>23,111,656</u></b>	<b><u>12,709,884</u></b>
	<b>\$ <u>33,137,673</u></b>	<b>\$ <u>22,469,942</u></b>

Approved on behalf of the Board

*Allen L'Young - Chairperson*  
 Director

*[Signature]*  
 Director

# SHAWENIM ABINOOJII INC.

STATEMENT 2

## STATEMENT OF REVENUE AND EXPENDITURES

YEAR ENDED MARCH 31

	2025	2024
<b>REVENUE</b>		
Southeast Child and Family Services	\$ 50,864,002	\$ 34,039,096
End Homelessness Winnipeg - Reaching Home	227,436	318,291
Province of Manitoba	138,337	136,097
Amortization of deferred capital contributions	146,461	146,461
Interest income	151,833	109,683
Other	417,647	408,867
	<u>51,945,716</u>	<u>35,158,495</u>
<b>EXPENDITURES</b>		
Administration	252,428	180,802
Amortization of capital assets	720,622	802,805
Bad debts	116,330	187,657
Bank, interest and services charges	156,357	137,105
Community donations	21,528	23,850
Community equipment	493,349	150,115
Community programs	408,468	688,013
Insurance	300,006	215,133
Meetings, travel and freight	596,849	660,201
Memengwaa (Schedule 1)	1,263,480	1,201,032
Professional development	16,838	84,635
Professional fees	100,337	222,807
Property taxes	54,838	60,918
Rent	2,523,160	2,248,121
Repairs and maintenance	792,908	445,010
Respite and foster care	17,089,460	13,203,257
Staff programming	7,058	10,504
Supplies	117,144	139,007
Support services	6,732,814	5,271,225
Utilities	269,820	226,335
Wages and benefits	9,511,650	9,141,695
	<u>41,545,444</u>	<u>35,300,227</u>
EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE) BEFORE OTHER ITEMS	10,400,272	( 141,732)
Gain on disposal of capital assets	1,500	-
EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE)	<u>\$ 10,401,772</u>	<u>\$ ( 141,732)</u>

# SHAWENIM ABINOOJII INC.

STATEMENT 3

## STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED MARCH 31

	Unrestricted net assets	Restricted net assets	Invested in capital assets	2 0 2 5	2 0 2 4
BALANCE, <i>beginning of year</i>	<u>7,470,024</u>	<u>-</u>	<u>5,239,860</u>	<b>\$ 12,709,884</b>	<u>\$ 12,851,616</u>
Excess of revenue over expenditures (expenditures over revenue) ( <i>Statement 2</i> )	10,401,772			<b>10,401,772</b>	( 141,732)
TRANSFER BETWEEN NET ASSETS					
Transfer to restricted net assets	( 8,000,000)	8,000,000			
Amortization of capital assets	720,622		( 720,622)		
Amortization of deferred contributions	( 146,461)		146,461		
Purchase of capital assets	( 1,412,502)		1,412,502		
Proceeds from long term debt	808,597		( 808,597)		
Transfer for repayment of long term debt	( 480,355)	<u>-</u>	<u>480,355</u>	<u>-</u>	<u>-</u>
	<u>1,891,673</u>	<u>8,000,000</u>	<u>510,099</u>	<b>10,401,772</b>	( 141,732)
BALANCE, <i>end of year</i>	<u>\$ 9,361,697</u>	<u>\$ 8,000,000</u>	<u>\$ 5,749,959</u>	<b>\$ 23,111,656</b>	<u>\$ 12,709,884</u>



## STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31

	2025	2024
CASH FLOW FROM		
<i>OPERATING ACTIVITIES</i>		
Excess of revenue over expenditures (expenditures over revenue)	\$ 10,401,772	\$( 141,732)
Items not affecting cash:		
Amortization of capital assets	720,622	802,805
Amortization of deferred capital contributions	<u>( 146,461)</u>	<u>( 146,461)</u>
	<u>10,975,933</u>	<u>514,612</u>
Changes in non-cash working capital:		
Accounts receivable	84,750	( 45,215)
Due from Southeast Child and Family Services	<u>( 5,031,718)</u>	<u>( 1,777,837)</u>
Prepaid expenses	<u>( 86,135)</u>	17,401
Accounts payable and accrued liabilities	<u>84,178</u>	<u>( 459,311)</u>
	<u>( 4,948,925)</u>	<u>( 2,264,962)</u>
	<u>6,027,008</u>	<u>( 1,750,350)</u>
<i>INVESTING ACTIVITY</i>		
Purchases of capital assets	<u>( 1,412,502)</u>	<u>( 1,698,089)</u>
<i>FINANCING ACTIVITIES</i>		
Proceeds from long term debt	808,597	2,501,554
Repayment of long term debt	<u>( 480,355)</u>	<u>-</u>
	<u>328,242</u>	<u>2,501,554</u>
NET INCREASE (DECREASE) IN CASH DURING YEAR	4,942,748	( 946,885)
CASH, <i>beginning of year</i>	<u>1,855,330</u>	<u>2,802,215</u>
CASH, <i>end of year</i>	<u>\$ 6,798,078</u>	<u>\$ 1,855,330</u>

# SHAWENIM ABINOOJII INC.

## NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2025

### 1. ORGANIZATION

Shawenim Abinoojii Inc. (the "Organization") was incorporated without share capital on January 7, 2005 as a non-profit organization. It is exempt from corporate income taxes under section 149.1 of the Income Tax Act. The organization provides foster care for aboriginal children within Southeast Child and Family Services.

The organization is under the control of Southeast Resource Development Council.

### 2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for non-profit organizations and include the following significant accounting policies.

#### *FUND ACCOUNTING*

In order to ensure observance of limitations and restrictions placed on the use of resources available to the Organization, the accounts are maintained on a fund accounting basis. These funds are held in accordance with the directives issued by the Board of Directors.

Accordingly, resources are classified for accounting and reporting purposes into the following funds:

Unrestricted Net Assets - reports the assets, liabilities, net assets, revenue and expenditures related to general operations of the organization.

Net Assets Invested in Capital Assets - reports the assets, liabilities, net assets, revenue and expenditures related to the capital assets of the organization.

Restricted Net Assets – reports the funds internally restricted for future projects supporting the Organization's operational and strategic needs.

#### *CASH*

Cash includes balances with banks. Cash subject to restrictions that prevent its use for current purposes is included in the restricted cash.

#### *CAPITAL ASSETS*

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined. Assets under construction are not amortized until the asset is available to be put into service.

Amortization is provided using the straight-line method at rates intended to amortize the cost of assets over their estimated useful lives.

Automotive	5 years
Buildings and housing	40 years
Computer equipment	5 years
Furniture and fixtures	5 years
Leasehold improvements	10 years

**NOTES TO FINANCIAL STATEMENTS****MARCH 31, 2025**

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2. SIGNIFICANT ACCOUNTING POLICIES *(continued)**LONG LIVED ASSETS*

Long-lived assets consist of capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

When the Organization determines that a long-lived asset no longer has any long-term service potential to the Organization, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operation. Write-downs are not reversed.

*REVENUE RECOGNITION*

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as a revenue with the year in which the related expenses are incurred. 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.

*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 revenues and expenses during the reporting period.

GST receivable, accounts receivable and due from Southeast Child and Family Services are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization of capital assets and of deferred contributions for capital assets is based in the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in the operations in the periods in which they become known.

*FINANCIAL INSTRUMENTS*

The financial instruments of the Organization consist of cash, accounts receivable, due from Southeast Child and Family Services, accounts payable, and accrued liabilities. Unless otherwise noted, it is management's opinion that the program is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair value of these financial instruments approximates their carrying values.

The Organization initially measures its financial assets and financial liabilities at fair value. It subsequently measures all its financial assets and financial liabilities at amortized cost. The financial assets subsequently measured at amortized cost include cash, accounts receivable and due from Southeast Child and Family Services. The financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

## NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2025

## 3. ACCOUNTS RECEIVABLE

	2 0 2 5	2 0 2 4
Goods and services tax	\$ 639,573	\$ 756,265
Trade and other	<u>73,814</u>	<u>41,872</u>
	<b>713,387</b>	<b>798,137</b>
Less: Allowance for doubtful accounts	<u>( 217,079)</u>	<u>( 217,079)</u>
	<b><u>\$ 496,308</u></b>	<b><u>\$ 581,058</u></b>

## 4. DUE FROM SOUTHEAST CHILD AND FAMILY SERVICES

The amounts due from Southeast Child and Family Services, an organization under common control, are unsecured, non-interest bearing, and are payable to the Organization in accordance with terms attributable to trade accounts receivable.

## 5. CAPITAL ASSETS

	Cost	Accumulated amortization	Net book value	
			2 0 2 5	2 0 2 4
Automotive	\$ 1,315,567	\$ 967,961	<b>\$ 347,606</b>	\$ 114,918
Building - 126 Alfred	5,439,554	509,370	<b>4,930,184</b>	5,065,855
Computer equipment	255,139	227,938	<b>27,201</b>	53,215
Furniture and equipment	570,063	567,708	<b>2,355</b>	6,740
Houses	6,506,001	1,024,797	<b>5,481,204</b>	4,594,972
Land	854,078		<b>854,078</b>	854,078
Leasehold improvements	<u>2,817,441</u>	<u>636,796</u>	<b><u>2,180,645</u></b>	<u>2,441,615</u>
	<b><u>\$ 17,757,843</u></b>	<b><u>\$ 3,934,570</u></b>	<b><u>\$ 13,823,273</u></b>	<b><u>\$ 13,131,393</u></b>

## 6. BANK INDEBTEDNESS

As of March 31, 2025, the Organization had a line of credit totaling \$50,000 with interest at prime plus 1%, none of which was drawn. The Organization has provided a general security agreement as security.

## 7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2 0 2 5	2 0 2 4
Accrued liabilities	\$ 399,304	\$ 349,639
Accrued wages	<b>119,090</b>	364,609
Payroll remittances payable	<b>49,213</b>	31,303
Trade payables	<u>1,385,096</u>	<u>1,122,974</u>
	<b><u>\$ 1,952,703</u></b>	<b><u>\$ 1,868,525</u></b>

## NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2025

## 8. DEFERRED CAPITAL CONTRIBUTIONS

The Organization received funding contributions from the City of Winnipeg and End Homelessness Winnipeg, as financial assistance to cover the acquisition and construction cost related to capital assets. These funding contributions are deferred and amortized over the estimated life of the related capital asset. The outstanding deferred capital contribution balances are as follows:

	2 0 2 5	2 0 2 4
Total funding contributions received	\$ 5,858,467	\$ 5,858,467
Earned funding contributions	<u>( 614,949)</u>	<u>( 468,488)</u>
	5,243,518	5,389,979
Less: current portion	<u>( 146,461)</u>	<u>( 146,461)</u>
	<u>\$ 5,097,057</u>	<u>\$ 5,243,518</u>

## 9. LONG TERM DEBT

CIBC loan payable, interest at 5.95%, repayable in monthly installments of \$48,220 (P & I), due March 2029. Secured by a first charge over certain assets, assignment of fire insurance, and general assignment of rents and leases.

	2 0 2 5	2 0 2 4
	\$ 2,061,416	\$ 2,501,554

CIBC mortgage, interest at 5.10%, repayable in monthly installments of \$13,478 (P & I), due January 2030. Secured by a first charge over certain assets, assignment of fire insurance, and general assignment of rents and leases.

691,555

Royal Bank of Canada loan payable, at 6.49%, repayable in monthly installments of \$688 (P & I), due July 2027. Secured by a first charge over certain assets and assignment of insurance.

39,495

Royal Bank of Canada loan payable, at 2.99%, repayable in monthly installments of \$634 (P & I), due July 2027. Secured by a first charge over certain assets and assignment of insurance.

37,330

2,829,796

2,501,554

Less: current portion

( 626,760) ( 441,714)\$ 2,203,036 \$ 2,059,840

The estimated annual principal payments required in each of the next five years to meet retirement provisions are estimated to be as follows:

March 31, 2026	\$ 626,760
2027	663,570
2028	689,130
2029	710,782
2030	139,554

## NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2025

## 10. COMMITMENTS

The Organization has entered into various lease agreements with estimated minimum annual payments as follows:

2026	\$	1,857,947
2027		1,776,980
2028		1,776,980
2029		1,691,829
2030		1,559,349

## 11. CONTINGENT LIABILITY

On April 22, 2024, the Organization entered into a three year service purchase agreement with Southeast Child and Family Services (SECFS) ending on March 31, 2027. Per the terms of the agreement, any surplus shall be retained by the Organization provided the terms and conditions have been fulfilled. The Organization also agrees that any overpayment by SECFS, and any portion of a payment made by SECFS which has not been used for the intended purpose, is repayable to SECFS. If any amounts become repayable, they will be accounted for in the year of determination.

## 12. RELATED PARTY TRANSACTIONS

The following are the significant transactions with related parties during the year:

	2 0 2 5	2 0 2 4
Revenue from Southeast Child and Family Services	<u>\$ 50,864,002</u>	<u>\$ 34,039,096</u>
Rent expense to Shawano Wapunong Investments Corp.	<u>608,162</u>	<u>633,973</u>

Southeast Child and Family Services is an organization under common control and Shawano Wapunong Investments Corp. is a company under common control. Transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

## 13. FINANCIAL INSTRUMENTS

The Organization, as part of its operations, carries a number of financial instruments. It is management's opinion that the Organization is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

## 14. ECONOMIC DEPENDENCE

The Organization receives the majority of its revenue from Southeast Child and Family Services. Should revenue from Southeast Child and Family Services be halted, continued operations would no longer be viable without obtaining another source of funding.

# SHAWENIM ABINOOJII INC.

SCHEDULE 1

## SCHEDULE OF EXPENDITURES

YEAR ENDED MARCH 31

### MEMENGWAA

2025

2024

#### EXPENDITURES

Administration	\$ 5,548	\$
Community equipment	4,646	2,012
Community programs	68,191	58,906
Meetings, travel and freight	9,703	5,662
Professional development	9,634	
Professional fees	3,300	4,000
Property taxes		14,451
Repairs and maintenance	46,117	119,316
Respite and foster care	16,695	16,464
Supplies	33,341	27,361
Support services	127,431	11,587
Utilities	58,410	48,900
Wages and benefits	<u>880,464</u>	<u>892,373</u>
	<u>\$ 1,263,480</u>	<u>\$ 1,201,032</u>



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