



NOGDAWINDAMIN

FAMILY AND COMMUNITY SERVICES

2025-2026 ANNUAL REPORT

Aanikobijigan-da Nogdawesnga-win

“Everyone does their part to bring
family healing and wellness.”



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Board President & CEO

On behalf of Nogdawindamin Family and Community Services, we are honoured to present our 2025–2026 Annual Report. This year has been one of significant transition, reflection, and resilience as we navigated a rapidly changing child and family well-being landscape. Throughout these changes, our commitment to supporting the children, youth, families, and First Nations we serve remained unwavering.

Over the past year, our organization faced considerable challenges resulting from changes to federal funding streams and ongoing uncertainty surrounding Jordan's Principle and prevention funding. These developments required difficult decisions, including service and staff reductions, while ensuring families were connected to alternative resources and supports whenever possible. Despite these challenges, our staff continued to demonstrate remarkable dedication, compassion, and professionalism, ensuring that children and families remained at the centre of every decision.



Karen Kennedy, CEO



Wendy Pekalski
Board President

This year also marked an important milestone in leadership for the organization. The Board of Directors was pleased to appoint Karen Kennedy as Chief Executive Officer in May 2025. Karen's leadership, experience, and commitment to First Nations child and family well-being have helped guide the organization through a period of uncertainty while maintaining a strong focus on accountability, collaboration, and service excellence.

We were proud to see agency staff contribute to the broader child and family well-being sector through participation in the ANCFSAO conference. Nogdawindamin staff hosted workshops highlighting our work in culture, communications, and intensive therapeutic services. We were proud to share our knowledge, innovative practices, and lessons learned with colleagues from across the province.

Agency leadership participated in discussions regarding the Ontario Final Agreement and ongoing system transformation initiatives and received a draft of the Koognaasewin Child Well-Being Law in March 2026. As these changes continue to unfold, Nogdawindamin remains committed to working collaboratively with First Nations communities to support prevention and protection transitions in ways that honour each community's unique vision and priorities.

Looking ahead, we are focused on renewing our strategic direction through the development of our 2027–2032 Strategic Plan. Engagement with First Nations, partners, staff, youth, and stakeholders will help shape this work and guide our future priorities. We remain open and committed to collaborating with communities as they pursue their own service delivery models and pathways toward greater self-determination.

We extend our sincere gratitude to our staff, Board of Directors, First Nations leadership, donors, funders and community members for their trust, resilience, and continued collaboration. While this year tested us in many ways, it also reinforced the strength of our relationships and our shared commitment to the well-being of children, youth, and families. Together, we will continue to adapt, innovate, and support the next generation as we move forward into a new chapter.

OUR IMPACT AT A GLANCE



1,250

Families
Supported



400

Youth
Supported



25

Programs &
Services



7

First Nation
Communities



127

Children
Supported
Jordan's Principle



927

Cultural
Activities



668

Mental
Health Clients
Supported



14

Youth in
Education
Supported

*Together, we create a future where
our children are safe, strong and
proud of who they are.*



Our Board of Directors



Batchewana First Nation - Chief Mark McCoy
Natalie Atkinson - Director



Garden River First Nation - Chief Karen Bell
Lee Ann Gamble - Director



Sagamok Anishnawbek - Chief Angus Toulouse
McKenzie Toulouse - Vice President



Mississauga First Nation - Chief Brent Niganobe
Laura Mayer - Director



Serpent River First Nation - Chief James Owl
Erin Carne - Director



Thessalon First Nation - Chief Joesph Wabigwan (Baa)
Wendy Pekalski - President



Atikameksheng Anishnawbek - Chief Craig Nootchtai
Tiffany Taylor-Groulx - Director



Evelyn Niganobe - Elder Representative
Special Director

Julia Bird - Youth Representative
Special Director



Leila Macumber - Secretary/Treasurer
Director at Large

Our Outgoing Board of Directors

We want to acknowledge our 2025-2026 outgoing board members for their commitment and dedication to our organization: **Chief Craig Nootchtai** (Atikameksheng Anishnawbek), **Chief Mark McCoy** (Batchewana First Nation), **Chief Wilma Lee Johnston** (Serpent River First Nation).

Miigwech Kina Gagoo Miigwewin

Our Elders Council



Carol Hermiston (former) Aaniin. Omagakii ikwe nindizhinikaaz, Migizi ndoodem Batchewana First Nation ndoonijibaa. Anishinaabe ndaw. I worked as Community Health Nurse for thirty years in Batchewana First Nation and Garden River First Nation and I am a Woman's Traditional Dancer. It is an honour to be involved in the Elders Council for Nogdawindamin. I believe that we are the caretakers of our people.



Rose Mary Pine was born in and represents Garden River First Nation. She attended Hamilton Hospital for 2 years and also attended St. Joseph Residential School (Spanish). Rose Mary has 3 sisters, 1 brother, 5 children (3 boys and 2 girls) as well as 7 grandchildren and 2 great-grandchildren.



Grace Manitowabi was born on July 15, 1945 and represents Sagamok Anishnawbek. She attended Mount St. Joseph College. Her father's name is Louis Toulouse, her mother's name is Henrietta Eshkokogan, and she has 9 siblings, 2 children, and 5 grandchildren.



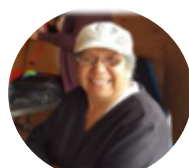
Willard Pine (Baa) was born on June 3, 1939, and lives in Mississauga First Nation. He lived with foster parents, Dave and Maggie Morningstar, and attended reserve school until grade 8 and trade school to grade 10. He has 9 siblings, 9 children, 23 grandchildren and 34 great-grandchildren. He has served a term as Chief of Mississauga First Nation and now serves on T.E.K. Elder's Committee and Nogdawindamin Elder's Council.



Emma Meawasige is a member of Serpent River First Nation. She is 84 years young and spent 4 years in St. Joseph Residential School (Spanish), she is fluent in the language and is also an Elder for the North Shore Tribal Council.



Mary Quisess Simon was born a member of Eabametoong First Nation & attended high school in Kenora as a boarding student. She worked for 40 years as a Personal Support Worker and she now lives in Thessalon First Nation. She has 1 sister, 2 brothers, 2 male children, has raised 3 stepchildren and a niece, and has 7 grandchildren and 7 great-grandchildren.



Gertrude Nootchtai was born on October 13, 1945, and is from Atikameksheng Anishnawbek. She attended Whitefish Lake Day School, St. Joseph Residential School (Spanish), Sudbury Secondary High School and Cambrian College. Raised by her grandparents, she has 2 sisters, 3 brothers, 1 son, 3 grandchildren, and 1 great-grandchild.



Partner Agencies



Mamaweswen, The North Shore Tribal Council (NSTC) represents seven First Nations (FN). The North Shore Tribal Council Secretariat is the corporate arm of this collective of First Nations. It is responsible for the delivery of services to our member First Nations and their community members. North Shore Community Health Services Board oversees both N'Mninoeyaa Aboriginal Health Access Centre and the Baawating Family Health Team to deliver quality primary and therapeutic health care to all individuals in its member communities, as well as, the urban aboriginal population residing in the City of Sault Ste. Marie.



ANCFSAO
Association of
Native Child and
Family Services
Agencies of Ontario

Provincial organization mandated to build a better life for all Indigenous children through promoting the delivery of culturally-based services to Indigenous children, families, and communities. ANCFSAO acts as a resource in assisting its member agencies towards the provision of high-quality, community-based child welfare and family well-being services to Indigenous people through education and training, policy development and analysis, and research and advocacy.

Prevention Services



Cultural Services

Anishinaabe Aadziwin - Looking After Native Culture & Way of Life

The Anishinaabe Aadziwin program was busy for 2025-2026. The staff completed 927 referrals and provided 3,225 hours of direct service and 2,237 hours of indirect service. The Traditional Healer has been busy providing wholistic care addressing mental, physical, emotional and spiritual well-being.

Eshkiniigjig Dgwaaagin Mooze Gibeshwin fall harvest camp was held in October 2025 at Ritchie Falls. There were 14 youth in attendance. Scheduled activities included hunter safety, fishing, redressing the drum, making shakers, brush crafting and games. No moose were harvested. Better luck next time.



The Eshkiniigjig Niibin Aadziwin Gathering Youth summer cultural camp was held in July 2025 at Zhingwauk Medicine Ranch in Mississauga First Nation with 15 youth. Activities included tipi building, drum teachings, healing with horses, smudging, rock painting, medicine walks, fishing and swimming.

KEY IMPACT



3225 hours of direct service



14 youth attended fall harvest camp



126 traditional healings offered

Total Referrals

927

Direct Service
Hours

3224

Indirect
Service Hours

2236

GOOD NEWS STORY

Youth that attended camps learned traditional practices like redressing the drum, making shakers, tipi building, smudging, rock painting, and medicine walks.



Family Well-Being

Anishinaabe Audzit - Our Way of Life

Family Well-Being offers support and services for families to mitigate child welfare concerns by assisting with identified goals and wrapping services around the family. Staff utilize the North Carolina Assessment tool to assist with determining areas of strength and concern within the family unit to create goal plans.

Family Well-Being supported 155 families during the course of the year. Referrals to Family Well-Being was increased for school support due to lack of funding from Jordan's Principle for Educational Assistants.

Referrals related to addictions also increased with families facing issues involving alcohol, marijuana and opioid drugs (fentanyl, cocaine and meth). There have been some positive outcomes of families attending treatment. It has been identified that additional work with partner agencies for outpatient support after treatment.

The program continues to identify trends for the need of financial support. Families are being impacted by high living costs (rent, food), creating challenges for families to meet their needs. Our team continues to assist with budgeting, food security, exploring affordable housing options, and promoting long-term sustainability.

KEY IMPACT



Significant increase in return to school referrals



Increase in referrals related to addiction



155 families supported



GOOD NEWS STORY

Family Well Being supported a reunification ceremony, marking a mother's successful progress in parenting, addiction recovery, service navigation and financial management. After relocating and working towards her goals for over a year, the protection file is now closed.



Mental Health Services

Nonojiihn Nendamowning Danishing

CHILDREN'S MENTAL HEALTH

Throughout the 2025–2026 fiscal year, Children's Mental Health served a total of 315 children and youth from 0 - 24.

Uncertainty and delays from Jordan's Principle funding caused challenges on staffing and responding to referrals. Staff are trained as counsellors and meet their clients in the office, school and community settings. This program prioritizes clients based on child welfare concerns.

The top presenting issues seen are mental health support, managing challenging behaviours, trauma, anxiety and bereavement/loss.



CHILDREN'S MENTAL HEALTH - MINISTRY OF HEALTH FUNDED

Children's Mental Health funded by the Ministry of Health Ontario serviced 146 clients during the fiscal year 2025-2026. Referral sources varied from CAS, Algoma District School Board, Larimar Homes, internal services and self-referrals. This mental health service is counselling for all Indigenous children (First Nation, Inuit & Metis) within Nogdawindamin jurisdictional area for children aged 0 to 18 years.

GOOD NEWS STORY

Young parents were actively addicted while children were in their care so they were involved with child welfare. Through counselling, they were able to become sober, stay sober and make a safe and stable home for them and their children. They got their children back in their care and had a reunification ceremony and are now doing well with a new job and supporting themselves and their family.

KEY IMPACT



461 children and youth were served



16 youth enrolled in group counselling and all files closed



207 adults were served



Mental Health Services

Nonojiihn Nendamowning Danishing

CHILD AND YOUTH WELLNESS CENTRE

The Wellness Centre has evolved to a more specialized service that offers medical child psychiatric services within Nogdawindamin. Children and youth received individualized treatment plans and follow up by a consulting child psychiatrist who is on a fee for service contract. One Registered Practical Nurse follows the clients. Supports include medical psychiatric consultations, nursing assessments, psychotropic medication reviews, recommendations to Jordan's Principle, and admission into hospital of high-risk youth. During the fiscal year, we were able to serve 52 children and youth.

Due to lack of funding from Jordan's Principle, we had a decrease in the number of clinics from once a month to every second month for 2 days and a decrease of our staff from 3 to 1. We now have only one RPN (Registered Practical Nurse). Wait time to see a Child Psychiatrist in the region are about 2 years. There is a lack of Child Psychiatrists in Sault Ste. Marie and throughout the region.



GOOD NEWS STORY

A 9-year-old male was referred for managing anger as well as improving his communication. His goal in his words, "I want help with my anger. I don't want to hit people when I am angry. I want to learn ways to be funny and be included with my friends without getting into trouble."

This youth has completed significant work around learning about his anger cues and developing a toolbox of strategies that work for him when he's feeling angry in his body. He has also learned about "reading the play", in terms of his behaviour's to help him see the consequences of some of his choices and where he may "break the chain" (Dialectical Behavior Therapy)



ADULT MENTAL HEALTH

The Agency's Adult Mental Health services program provides comprehensive mental wellness counselling to parents and caregivers (aged 19 and over) from the North Shore First Nations who have a child involved with Nogdawindamin protection services.

The goal of the program is to prevent or lessen the involvement of families with child welfare. The service continues to maintain strong relations with each community through regular communication, enhanced community engagement through case reviews, and quarterly reviews with communities where the Agency is experiencing referrals from community partners.

During the fiscal year, we served 207 adults through this program.

Intensive Therapeutic Program

Nonojiihn Nendamowning Danishing

The Intensive Therapeutic Family-Based program was an in-home support model designed to provide short-term support to a family experiencing significant challenges. This program was a pilot project for one year using our surplus funds.

The program provided 24/7 support within the family home for 45 to 90 days. Three families participated in the program with one successful reunification, and two families were able to increase access for their children.

Services were tailored to each family's unique needs. Grounded in trauma-informed, strength-based and Anishinaabe cultural values, the program worked to prevent unnecessary out-of-home placements, strengthen family functioning and safety, support timely and successful reunification, promote cultural identity and healing and build capacity through wrap around services. Participation was voluntary with a family referral from child welfare.

Intensive therapeutic program was a one-year pilot project which the Agency will not be able to continue due to lack of funding streams.



GOOD NEWS STORY

Intensive Therapeutic Family-Based Program successfully completed its first family discharge. While some goals remain ongoing and will continue to be addressed through follow-up and community-based supports, the mother demonstrated meaningful progress toward several identified goals over the course of the program. At the time of admission to the program, the mother was permitted six hours per week of supervised access with her child, which took place at the Access Centre. Upon discharge from the program, the mother's access had increased to 18 hours per week of semi-supervised access in her home. Based on the successful progr

Behaviour Therapy Model Program

Nogdawindamin's Behavioural Therapy Model provides Applied Behaviour Analysis services for children and youth with developmental and behavioural concerns.

The program offers culturally based behavioural services to members (or affiliates) of the Seven First Nations along the North Shore.

Through parent coaching opportunities and direct one-to-one support, the Behavioural Therapy Model Program aims to increase families' well-being, improve the home environment, address Child Welfare concerns and keep children in the home with their natural caregivers.

At the beginning of the year, we had 45 children and youth engaged in the program. Over the course of the year, we saw 28 new openings and 58 closures. We saw a steady decline in children served over the course of the year and by March 31, 2026, we had 15 children and youth engaged in the program.



KEY IMPACT



73 children supported throughout the year



28 openings throughout the year



Decrease in service volume due to funding challenges



GOOD NEWS STORY

A 5-year-old male client with a diagnosis of Autism Spectrum Disorder exhibited severe self-injurious behaviours including head banging in his home and at school. He has learned effective coping/communication strategies to manage his behaviour when feeling emotionally dysregulated. The client no longer resorts to the former self injurious behaviours which served him as a way of communicating that he was feeling stressed. These skills have also been taught to the caregiver and the client's educational team. This client's care giver and educational team are now able to better manage and support this client regulate his emotions.

Neonatal Caring Services

Nogdaawenmishin - Take care of me

The Neonatal Caring Services supports “at risk” Indigenous women and families who are pregnant and/or have children between the ages of 0 to 18 months. Supports are provided in a flexible, non-judgmental, nurturing, respectful and accepting way to Anishnawbek women, who are pregnant, or are post-delivery with an infant under 18 months.

Neonatal Caring Services also provides oversight of the Agency’s volunteer Baby Cuddler program. Typically, 4-6 infants are supported each quarter by the cuddler program.



THE BABY LUCIOUS NEONATAL HUB

“The Hub” is a central access point for all services that the Neonatal Caring Services program has to offer and is in downtown Sault Ste. Marie near other service providers supporting shared populations.



SERVICES AVAILABLE AT “THE HUB”



Cultural
Services



Binoojiin
Boutique



Lending
Library



Cuddler
Program



Group
Programs



Community
Service
Navigation

KEY IMPACT



15 infants
cuddled by
volunteers



53 clients served
over the course
of the year



All transitional
apartments were
utilized throughout
the year

Youth Prevention Services

MINO MADZWIN YOUTH JUSTICE

Mino Madzwin is an interactive platform to support youth ages 12 to 17 who are on probation with conditional and community supervision after being found guilty of an offense. This program is recognized as an alternative measures program under the Youth Criminal Justice Act.

Participants complete assigned modules that include substance abuse, prosocial skills, anger management, and family & community skills. Upon completion of the computer-based program, youth are deemed to have fulfilled the required sanctions imposed by the court and will have their charges withdrawn.

A total of 21 youth completed the program for the fiscal year. Youth who have completed the diversion program have had their charges withdrawn.

WAANKI YENDAM YOUTH IN TRANSITION

In May 2025, the program was able to send 7 youth to the Mukwa Adventures camp where they learned land-based teachings and activities. Three youth completed their high school diploma/GED and they are connected to college supports. Thirty-nine youth were supported in this fiscal year.

EDUCATION LIAISON PROGRAM

The Education Liaison supports children and youth in out-of-home placements focusing on system navigation, transitions, advocacy and attendance to support academic success. The goal is to respond to the diverse educational needs of children and youth in care, under customary care agreements and voluntary youth service agreements.

Issues addressed are student learning needs, issues such as school transitions, suspensions and special education needs. Supports were provided to 11 students for this fiscal year.

KEY IMPACT



21 youth completed the youth justice program



Charges **withdrawn** upon completion of program



3 youth completed their high school diploma



7 youth participated in the Mukwa Adventures camp



Specialized Services

VOLUNTEER AND DRIVER PROGRAM

The Volunteer and Driver Program provides safe, reliable transportation to help children, youth, and families access agency services, appointments, activities, cultural events, and family visits. Services are provided across the North Shore, from Sault Ste. Marie to Sudbury.

During the 2025–2026 fiscal year, the program was supported by a dedicated team of 17 drivers, including 12 casual staff and 5 volunteers. Collectively, the team completed 1,367 trips, providing transportation for 49 children and 14 parents.

The Driver Program remains a vital service, ensuring children and families can access appointments, maintain connections, and participate in important cultural and community events.

TESTIMONIAL

I've been driving for Nogdawindamin for a number of years now. I have enjoyed learning valuable skills that helped me grow in my role as a driver, the ability to look after children and parents and the great responsibility of their care. It makes me proud of myself to be put in that trust. The people that work for Nogdawindamin are very helpful and will take the time to listen to you and treat you with respect. Thank you and keep up the good work!

-Casual Driver

TRAINING & PROGRAMMING

Caring Dads is a program that engages fathers involved in domestic violence cases in group sessions that build trust, help understand root causes and consequences of their behaviour, and promote child-centred parenting. Our first session was completed this past winter with three dads successfully completing the program.

Triple P is a positive parenting and family support system created to help children reach their potential while equipping parents with practical skills to manage everyday challenges and prevent or address behavioural and emotional problems in children and teenagers. Our training department completed 10 sessions.

KEY IMPACT



1,376 trips completed



49 children supported



14 parents/caregivers supported



Child Welfare Services

A woman in traditional Indigenous dress, including a patterned vest and a skirt with a large sunburst design, stands in the center of a large teepee. She is gesturing with her right hand as if speaking. A group of children are seated in a circle around her, listening. In the foreground, there is a circular stone fire pit. The teepee is made of wooden poles and white fabric, with greenery hanging from the top. The background shows more of the teepee's interior and some trees outside.

Alternative Care Services

Genaenman Binojiuk - looking after our children

Throughout the 2025–2026 fiscal year, Nogdawindamin remained committed to supporting caregivers through a range of training opportunities, guidance, and wraparound services designed to strengthen their skills and capacity.

These supports help ensure that caregivers are well-equipped to meet the diverse and individual needs of children in their care, while providing safe, stable, and nurturing environments. A continued emphasis was placed on maintaining children's connections to their identity, culture, and community as a key component of their well-being and healing.

In addition to ongoing caregiver supports, targeted recruitment efforts were undertaken to expand the number of available homes across the region in response to growing service demands. These efforts focused on identifying and supporting caregivers who can provide culturally grounded and responsive care environments.

KEY IMPACT



101 approved alternative care homes



Increased recruitment efforts across regions



Culturally grounded care that promotes healing and stability

BY THE NUMBERS



2025-2026



2024-2025



2023-2024

101

115

113

Approved Alternative Care Homes

GOOD NEWS STORY

We had a mother who has been involved with the agency for quite some time, overcome her challenges and has successfully regained care of her children, and they have been discharged from care. There are plans to work on a reunification ceremony.



Out of Home Placements

Genaenman Binojiuk - looking after our children

OUT OF HOME PLACEMENTS

For the year ending March 31, 2026, Nogdawindamin supported 186 children in out-of-home placements, representing a slight increase of one child compared to the 2024–2025 fiscal year.

Grounded in a holistic model of care, services focus on strengthening the mental, emotional, physical, and spiritual well-being of each child, while honouring their connections to community and culture.



VYSA - VOLUNTARY YOUTH SERVICE AGREEMENTS

Voluntary Youth Services Agreements (VYSA) support youth aged 16 and 17 who are unable to remain safely at home or in their current living situation, have no safe alternatives with family or friends, and require out-of-home placement.

As of March 31, 2026, Nogdawindamin supported 4 youth through VYSA agreements, an increase from 2 youth in the 2024–2025 fiscal year.

READY, SET, GO - RSG

The Ready, Set, Go program is a youth-focused initiative that provides financial and non-financial support to help youth transition successfully from care to independent adulthood.

As of March 31, 2026, 50 youth were being supported through the program, representing a slight increase from 47 youth at the end of the 2024–2025 fiscal year.

GOOD NEWS STORY

Through the Ministry audit, particular praise was given to the agency's strong support systems, the effectiveness of circle of care planning, collaboration, and the consistent ability to maintain compliance while delivering responsive, high-quality care to a diverse population of youth.

KEY IMPACT



2 fully licensed homes and 1 apartment in Sault Ste. Marie



50 youth supported through RSG program



Continue to support **186 children** in out-of-home placements



Parenting Time

Nogdawindamin's Parenting Time program plays an important role in supporting connections between children in care and their parents, extended family members, and caregivers. Visits are thoughtfully planned and facilitated in environments that prioritize safety, respect, and healing, recognizing the importance of maintaining meaningful relationships.

Parenting Time services are currently offered at 4 sites across the region, providing accessible and supportive spaces for families. When appropriate, visits may also take place in community settings or family homes, allowing for more natural and flexible interactions that reflect each family's unique circumstances.

During the year, parenting time provided arrangements for 1194 family visits where 1024 were attended successfully.

Legal Services

Nogdawindamin Family and Community Services has a legal mandate under the Child, Youth and Family Services Act to ensure children are protected. Nogdawindamin Family and Community Services also has the legal responsibility under the Child, Youth and Family Services Act, Part IV, to provide services that are consistent with the Agency's First Nations' mandate. The Worker must always consult the First Nation and involve them in decision making regarding child welfare matters, especially when it involves the removal of a child from the community. Nogdawindamin Family and Community Services.

During the course of the year, the Agency supported 96 cases in the court system of which 26 were new this year. While experiencing much success maintaining family integrity, one-third of families served month-to-month within the year were court involved.

KEY IMPACT



Parenting Time offered at **4 sites** across the region



1024 parenting time visits attended



96 cases supported in the court system

GOOD NEWS STORY

A parent has been actively engaged with the agency for over a year with the goal of reunification with their children. The children are currently under an extended care arrangement, and a status review is being pursued to support reunification under a supervision order. Strong collaboration with community partners has supported this plan, alongside the development of additional service relationships to enhance family supports. The agency has worked closely with the parent to build capacity through targeted parenting programs, particularly in supporting children with neurodevelopmental needs. The parent has maintained consistent in-person visits to strengthen relationships and support a successful transition toward reunification.

Kinship Services

Kinship services allow children who cannot remain with their parents to be cared for by extended family, community members, or close friends. This keeps children connected to their community and culture.

During the course of the year, Nogdawindamin Family and Community Services support 137 children in Kinship arrangements.



KEY IMPACT



137 children supported in kinship arrangements



Full licensing in both homes & apartment



Continue to support **8 youth** in Ganawejigaazoga mik



Children's Residences

GANAWEJIGAAZOGAMIK

Nogdawindamin has acquired 2 homes and 1 apartment in Sault Ste. Marie. As of March 31, 2026, there were 8 youth being served in the agency's residential homes.

Two of the children's residences and one apartment had a full licensing review this fiscal year; compliance was high in both homes. The Ministry auditor identified this as one of the most efficient and well-executed audits, despite the high-risk youth served across both homes. In recognizing the wide range and complexity of needs within all agency home, the Ministry commended the program's overall quality.

GOOD NEWS STORY

We have had the privilege of supporting a lovely 16-year-old young woman whose journey reflects resilience, determination, and meaningful progress. Following a serious illness related to COVID-19, she experienced significant medical challenges. The focus was on helping her regain skills like walking, talking and returning to her baseline prior to hospitalization. She has made strong gains physically. She is now able to stand independently and is building confidence in her movement and walking.

More importantly, she is happy, healthy and thriving. She brings such a genuine and pure sense of connection to those around her and reminds us of every day what authentic love looks like.



Child Protection Services

Child protection services remained steady over the course of fiscal year 2025-2026. Partnership agreements and protocols, with community resources across the North Shore, facilitated shared interest in working together to improve outcomes for First Nation children, families, and communities across the North Shore.

REFERRALS AND INVESTIGATIONS

There were 1758 total referrals this past fiscal year. Most referral sources were from other Children's Aid Societies (434) and the Police Services (409).

Other referral sources include Internal (204), Education (140), Self (137), Community (99), Relative (92), Health (62), Legal (62), Social Services (43), Other (31).

ONGOING PROTECTIONS SERVICES

The overall number of ongoing files served in 2025-2026 remained comparable to past years, with an average of 135 files open per month.

A gradual decrease in the number of ongoing files was observed over the course of the year, with 125 files remaining open as of March 31st, 2026. In all, 236 files were served during the fiscal year.

KEY IMPACT



1758 total referrals for protection services



Children's Aid Society: largest referral source (**434**)



Police: second largest referral source (**409**)



64 active investigations at the end of 2025-2026 fiscal year



Post Majority Care Services

Post Majority Care Services (PMCS) is designed to empower youth and young adults as they take the leap from care to independence. Through this program, eligible participants are matched with a dedicated case manager to guide them every step of the way - whether it is setting goals, navigating funding applications, or accessing the resources they need to thrive.

PMCS provides more than just support; it offers opportunities to build essential life skills and create a strong foundation for the future. The main goal of the program is to build confidence so young adults in care feel ready to transition out of care and into a brighter, independent future.

At the end of the fiscal year with changes to the OFA, 42 youth were supported with rent costs of \$1,526,339 which made up 60% of the expenditures for post majority care.



KEY IMPACT



Designed to **build** life skills and confidence



60% of expenditures were made up of rent costs



90 youth supported this year

Jordan's Principle Services

Jordan's Principle is a crucial federal initiative dedicated to ensuring that all First Nations children have equal access to the resources and services they need to thrive. At Nogdawindamin, we are committed to supporting families engaged with our programs or residing in our services areas - particularly when their First Nation does not provide Jordan's Principle services for non-program participants.

During this fiscal year, we were able to support 127 unique children with programs and services funded by Jordan's Principle. The largest area of support was through education with 35 children being supported. Other service areas with a large population of children supported include therapy (25), Tutoring and Education Support (28), Respite (15), Treatment (9).



Medical
Equipment



Educational
Supports



Speech
Therapy



Mental Health
Services & more

Human Resources & Administration

The agency began the year with 452 employees and ended with 342.
Key initiatives supported by the Human Resources department include:

Wellness Committee

The Wellness Committee plans and delivers wellness initiatives each year to encourage staff to build positive, holistic wellness routines in their day-to-day lives. These initiatives are designed to support physical, social, mental, and spiritual well-being.

Social Committee

Two events for staff were planned to come together and celebrate the start of summer and Christmas. The *Summer Event* was held at MFN on June 25, 2025 where staff were able to participate in a Softball Tournament, Paint Social, Tie-Dye T-Shirts, Play Board Games, or do a Scavenger Hunt. The *Christmas Event* was held in SRFN in January 2026. A family-style meal, suncatcher craft activity, vision board making, games, tea sampling, and of course, an opportunity to socialize are some of the highlights of this event.



Webinars for Staff

- Employment Insurance Information Sessions – offered in June 2025 and February 2026
- “From Pay Cut to Comeback: How to prepare for a drop in Income”– Credit Canada Offered February 2026
- Resume and Interview Skills – offered in April -June 2025 and February 2026

Not Myself Today Modules

A Mental Wellness Program developed by the Canadian Mental Health Association for all staff. This program demonstrated the Agency’s commitment to employee mental health by providing staff with tools and resources to better understand mental health.

Health Spending Account offered to employees using CRA guidelines

Management Training across the Agency

HRIS – start of training to implement Performance Management module in Dayforce

Employee Recognition – employee nomination process to recognize employees on a quarterly basis

Workplace Violence and Harassment Training – in person training provided by HR team for all staff

Training Initiatives:

- **722** total number of Nogdawindamin staff and First Nation staff who participated in training
 - **338** agency staff participated across 16 training topics taught by Nogdawindamin Staff Trainers
 - **224** agency staff participated across 14 training topics taught by External Partners
 - **160** First Nation staff participants across 7 training topics
- **8** train-the-trainer courses completed to expand internal facilitation capacity
- **9** external partner information sessions delivered to strengthen service awareness with 731 staff attending

Community Initiatives

Nogdawindamin Family and Community Services worked with Indigenous Services Canada supporting funding for community lead initiatives directly supporting families at-risk of being involved in child welfare, food security planning, and land-based activities.

The Agency was able to support twenty-seven (27) requests for private treatment, ten (10) land-based activities (fall harvest, split toe making, youth camps), sixty-six (66) community initiatives addressing child welfare risk factors, and supporting four hundred and twenty-five (425) families with direct support for food security.

Through this process, the Agency was able to strengthen relationships with our North Shore First Nation partners, support programming at the First Nation level, and families at-risk or involved in Child Welfare with additional supports.

Nogdawindamin Family and Community Services supported the First Nations with \$2,910,039 in additional programming supports that directly impact our families.

Community Surplus Spending

- Supported 106 requests through community initiative surplus, food security surplus, and land-based activity surplus
- Agency processed 1025 internal requests for food security
- Able to support North Shore First Nations with LNHL attendance in the amount of \$110,000 per First Nation
- Supported 27 requests for private treatment in the amount of \$877,579

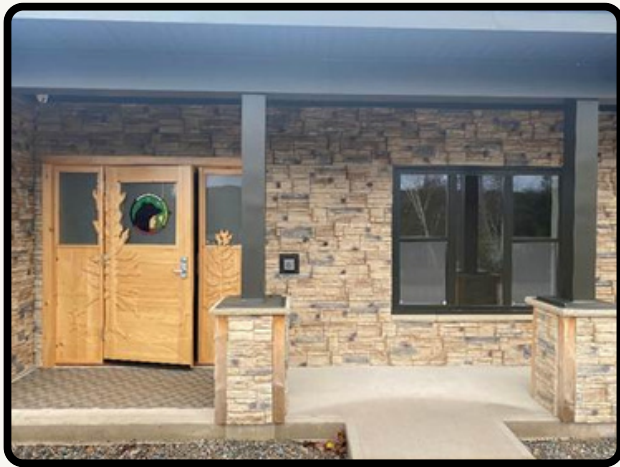
TOY DRIVES

Thank you to our sponsors who helped support children in care with a Christmas party to remember! This year, we partnered with Walmart in Sault Ste. Marie. They displayed a Christmas tree so customers could purchase a gift for a child in care.



Many thanks to Giant Tiger and Algoma District Law Association for their generous donation of toys. It brought many smiles and happiness to the children and families we serve.

Capital Projects



Nogdawindamin Family and Community Services collaborated with the North Shore First Nations to advance numerous major capital projects under the Canadian Human Rights Tribunal Order 41.

Since implementation of the order, the Agency has supported its partners in securing \$23,250,637 in funding to support new capital projects.

Challenges exist with the changing requirements by Indigenous Services Canada to support capital applications delaying success on projects which will also be impacted by the forthcoming signing of the Ontario Final Agreement.

Major milestones for capital projects include the completion of Thessalon First Nation's Land-Based camp, start of construction of Mississauga First Nations social services building, and the completion of additional office space for Nogdawindamin Family and Community Services in Batchewana First Nation. We will continue to walk with our First Nation partners in supporting their capital requests.

Acknowledgement to Funders & Donors

TO OUR FUNDERS

On behalf of the Nogdawindamin Family and Community Services Board of Directors, we would like to acknowledge the ongoing support of the Federal Government (Canadian Human Rights Tribunal Orders and Jordan's Principle), Provincial Government (Ministry of Children, Community and Social Services, Ministry of Health - Child and Youth Mental Health), and Children's Aid Foundation of Canada.

WORKPLACE AND PARTNER DONATIONS

Deep appreciation is extended to the dedicated staff, partners, and vendors whose generosity and commitment enabled the delivery of programs and events that positively impact those the Agency serves. Their contributions play a vital role in improving the lives of children in our communities. Our staff has donated \$25,210 and we distributed \$27,740 to our families in December 2025.

ETC Inc | Dream Catcher Foundation | Algoma District Law Association

Financial Reports

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

Statement of Financial Position

March 31, 2026, with comparative information for 2025

	2026	2025
Assets		
Current assets:		
Cash	\$ 24,752,704	\$ 36,009,279
Accounts receivable (note 2)	2,202,927	3,148,516
Prepaid expenses and deposits	29,295	53,994
	<u>26,984,926</u>	<u>39,211,789</u>
Capital assets (note 3)	5,379,808	5,954,415
	<u>\$ 32,364,734</u>	<u>\$ 45,166,204</u>
Liabilities and Net Assets (Debt)		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 13,810,698	\$ 12,282,307
Due to funder (note 5)	29,300	29,300
Deferred revenue (note 7)	12,929,729	26,697,269
	<u>26,769,727</u>	<u>39,008,876</u>
Deferred capital contributions (note 8)	1,647,901	1,690,398
Net assets (debt):		
Unrestricted deficiency	(102,498)	(107,077)
Reserves (note 9)	297,697	309,990
Investment in capital assets	3,751,907	4,264,017
	<u>3,947,106</u>	<u>4,466,930</u>
Commitments (note 12)		
	<u>\$ 32,364,734</u>	<u>\$ 45,166,204</u>

See accompanying notes to financial statements.

On behalf of the Board:



Director Karen Kennedy, Chief Executive Officer



Director McKenzie Toulouse, Board President

Financial Reports

NOGDAWINDAMIN FAMILY AND COMMUNITY SERVICES

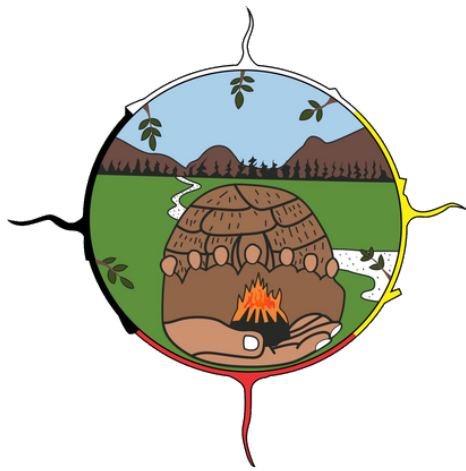
Statement of Operations

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Revenue:		
Ministry of Children, Community and Social Services	\$ 27,800,761	\$ 27,509,947
Department of Indigenous Services Canada (note 10)	29,672,362	41,324,529
Ministry of Health	2,840,923	2,731,623
Alternative care	320,498	423,276
Children's special allowance	1,116,167	1,084,904
Disability tax credit	7,694	12,510
Amortization of deferred capital contributions	42,497	-
Other	992,568	2,120,230
	<u>62,793,470</u>	<u>75,207,019</u>
Expenses:		
Salaries		
- Staff	29,473,029	34,540,407
- Benefits	7,766,898	8,811,161
Boarding	4,218,583	5,186,637
Building occupancy	2,623,543	3,185,886
Client personal needs	4,766,192	7,772,050
Cultural program	80,594	236,711
Financial assistance	213,947	251,535
Health and related costs	596,909	610,827
OCBE expenses	251,862	409,585
Office administration	383,712	519,358
Other	680,580	508,142
Program expenses		
- Internal	701,530	1,854,144
- External	7,242,252	5,794,303
Professional services - client	1,004,804	2,105,120
Professional services - non- client	83,585	236,956
Promotion and publicity	54,265	156,171
Technology	634,439	618,004
Training and recruitment	180,072	306,998
Travel	1,779,418	2,382,879
Expenditure recovery	(385,147)	(488,021)
	<u>62,351,067</u>	<u>74,998,853</u>
Excess of revenue over expenses before amortization	442,403	208,166
Amortization of capital assets	962,227	1,257,658
Deficiency of revenue over expenses	<u>\$ (519,824)</u>	<u>\$ (1,049,492)</u>

See accompanying notes to financial statements.

Explanation of the Logo



The outer ring represents the circle of life and the four directions. The river and mountains represent the hardships we face; we all have mountains to conquer and rivers to cross in order to succeed. The Sweat lodge or wigwam represents Nogdawindamin, the headquarters of all the reserves along the North Shore.

The seven men or women represent the reserves involved, and through communication, we realize what each other has to offer. The fire stands for what Nogdawindamin has to offer: warmth and light. In the days of old, the fire was a gathering place where stories were told, and the people discussed solutions to everyday problems. The hand represents the support we all need, a helping hand to carry us the extra mile, to aid in accomplishing our goals and objectives.

"Healthy Anishnawbek families and communities protecting, nurturing, and guiding our children."

@nogdawindamin