Sandy Bay

CHILD AND FAMILY SERVICES INC

Annual Report 2025-2026



Vision. Mission. Values.

Vision

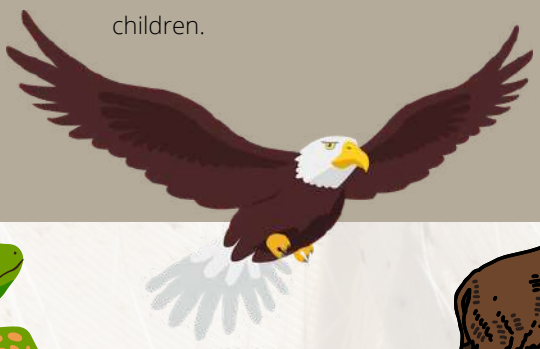


Sandy Bay Child & Family Services believes that all children have the right to grow up in a safe and nurturing family environment, free from child abuse and neglect. To help protect children from abuse and neglect, the agency offers a variety of child protection services.

Mission



Sandy Bay Child & Family Services is committed to maintaining and strengthening the family and to ensure the safety and protection of the children.



Our Values

Love (Eagle)

Respect (Buffalo)

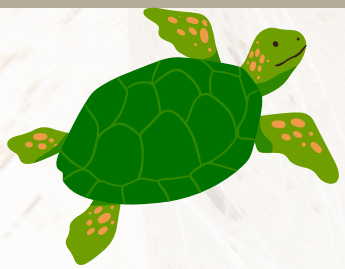
Honesty (Sabe)

Truth (Turtle)

Humility (Wolf)

Wisdom (Beaver)

Bravery (Bear)













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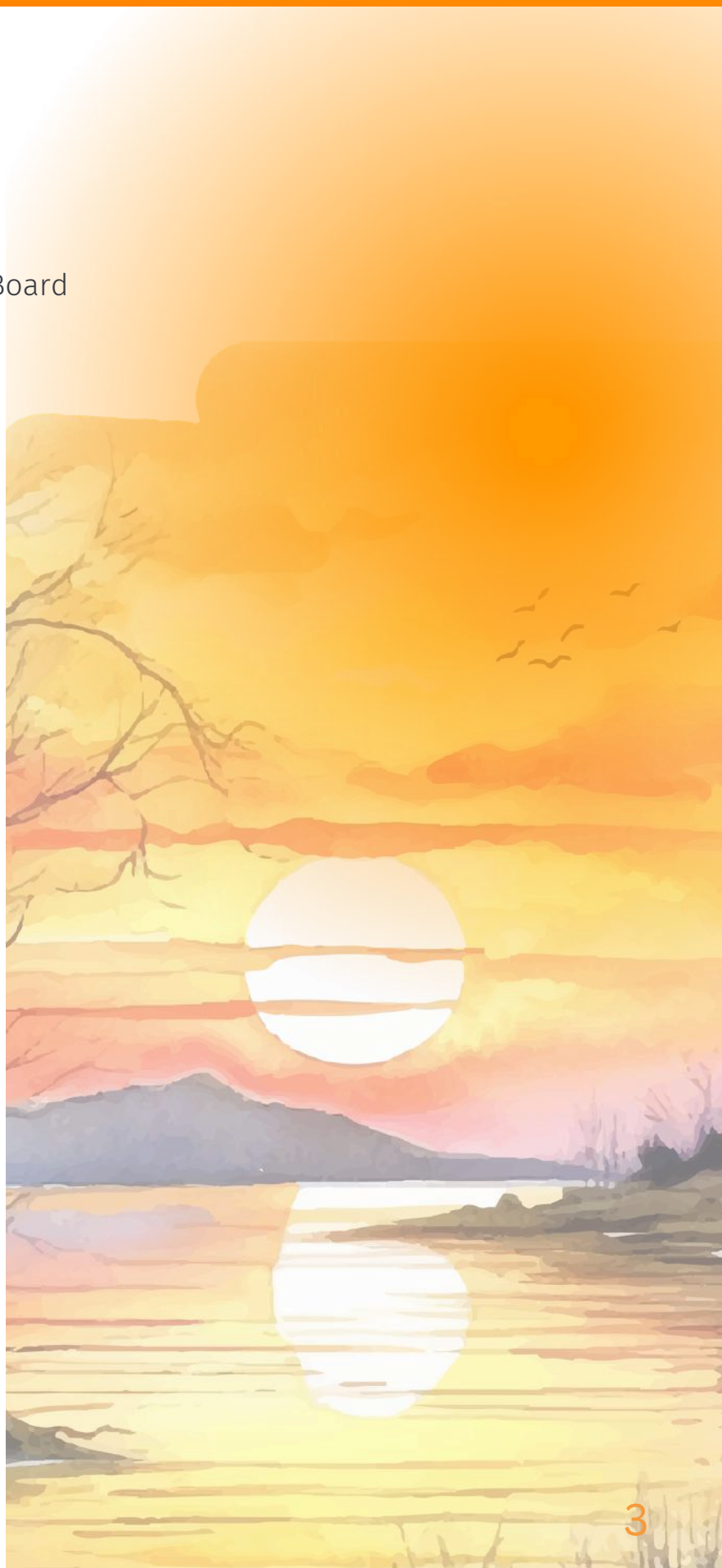


Message from **Chairman of the Board**

As we conclude another year, I want to extend my appreciation to our leadership team, staff, Board members, partners, Chief & Council, and community. This year has been defined by disciplined governance, strategic alignment, and our shared commitment to advancing our mission.

We strengthened our agency by enhancing oversight practices, refining long-term planning, updating key agency policies, and ensuring that our decisions remain grounded in transparency and accountability. Our Board has worked closely with management to navigate challenges, opportunities, and maintain a steady focus on reuniting children with their families. We have also continued to advocate for sustainable funding to support the agency's infrastructure, including the maintenance and operation of our offices, ensuring we have the resources needed to serve our communities effectively.

This year also marked important changes within our Board. We were honoured to welcome Elder Matilda Roulette Behm to the Board, whose wisdom, guidance, and cultural knowledge will be invaluable as we continue our work. We also welcomed Georgette Audy as a new Board member and look forward to the perspectives and leadership she brings. At the same time, we extend our sincere gratitude to Eileen Roulette for her dedicated service and commitment to the Board. As we bid her farewell, we thank her for the many contributions she has made to our agency and wish her continued success in all that lies ahead.

I am proud of the work we have achieved this year. We have improved operational performance, expanded partnerships, and made measurable progress across our priorities. One of the year's highlights was the successful inaugural Culture Camp in Langruth, Manitoba, which brought together children, families, Elders, and community members to strengthen cultural connections, celebrate our traditions, and support healing through shared experiences. These accomplishments reflect the dedication of our entire agency and the trust placed in us by those we serve.

Looking ahead, our focus remains on building resilience, investing in innovation, strengthening governance, and deepening our engagement with stakeholders. The coming year will require thoughtful leadership and continued collaboration, and I am confident that our Board is well positioned to guide the agency as we continue moving forward.

Thank you to our leadership team, fellow Board members, staff, partners, Chief & Council, and community for your ongoing commitment. Together, we are building a stronger, more resilient agency and creating brighter futures for the children and families we serve.

Miigwech,

Lester Houle



Sandy Bay CFS

Board of Directors

Lester Houle

Board Chairman





Georgina Brass

Vice Chair



Jessica Prince

Secretary-Treasurer

Randal Roulette

Council Member



Georgette Audy

Board Member



Matilda Roulette Behm

Board Elder



Fern Cook

Board Member



Message from **Executive Director**

Boozhoo, Aaniin,

As our agency continues to evolve, we remain committed to strengthening our programs and enhancing service delivery. Some highlights include the following:

Building Capacity

Our team continues to grow to meet the evolving needs of community members. In response to increased demand, the agency has expanded its staffing and programs, with two service-provider teams in the community and two in Winnipeg, where we serve the largest number of children and families. Two additional supervisors have strengthened accountability, staff support, and mentorship for new SBCFS employees. Ongoing training and skill development help our teams adapt to changes in legislation, compliance requirements, and service delivery.

Three employees are currently in the second year of the First Nations Child and Family Services cohort program at Yellowquill University College in Winnipeg, with the option to continue toward a Bachelor of Social Work degree. The three staff are long time residents of Sandy Bay who remain committed to the well being of our children.

The Quality Assurance Manager and in-house trainer collaborate to maintain accountability and compliance. The trainer delivers Core and Supervisor Training, updates policies and procedures, and provides hands-on support to supervisors and workers where needed.

Sandy Bay CFS currently employs 93 staff, which include 49 Sandy Bay members, 21 non-status employees, four Métis employees, and 19 status employees from other First Nations communities. Just as we support families and promote their well-being, we recognize the importance of employee self-care. The agency supports staff by providing mental health and cultural days and by celebrating special activities throughout the year.

Infrastructure

In collaboration with Indigenous Services Canada, were in discussions in the development of our on-reserve office which is taking longer than anticipated. A change in plans have pushed us to submit a new feasibility study and needs assessment for our new building which is currently in process.



Message from ED **continued...**

Prevention Services

Sandy Bay Child & Family prevention team has had a very busy year. All programs, workshops, and community events are posted on our Facebook page, Gaawiikwedaawangaag Mino Bimadadiziwin (living the good life). It's been a blessing to see so many of our children and families come out and enjoy the activities and engage with the workers.

In the past year, the agency supported many community requests such as the red dress dance and the youth special held at the community pow wow. The agency also supported many families receive legal guardianship of their family member(s), among other requests for our community members. The agency has developed a Terms of Reference to determine the scope and structure of the program.

Services to Young Adults under the Social Services Administration Act

Services to Young Adults is available to young adults between the ages 18-21 yrs. Unfortunately, funding for Services to Young Adults continues to decrease which leaves the agency unable to provide ample support to our young adults who continue to transition out of care. We continue to advocate for this funding as we know the importance of this support and the impacts it leaves in society. Many children who have been raised in care struggle with their well-being and development due to the lack of nurturing, family connections, and cultural identity. These are very real issues that the agency recognizes and is working to assist our young people to the best of our abilities.

Webpage

SBCFS is currently working on revising our webpage with updated information and a fresh look. Because we are only one community, we are making our webpage reflective of the community, our progress, events, and activities. We look forward to a new look as we progress forward.
On behalf of the agency, we thank you for your support and interest. We look forward to another great year of growth and transition.

Thank you (Miigwetch),

Sharon Desmarais



The Agency's

Key Strategic Goals

Sandy Bay Child and Family Services is committed to strengthening the services that are offered to children, families and community. Our strategic goals are guided by our vision and focus on enhancing service quality, supporting staff development, improving infrastructure and building realationships within the community we serve.



01

Financial Practices

At Sandy Bay CFS, strong financial stewardship is an important part of supporting children and families. Through responsible budgeting, sound financial management, and ongoing review of operations, the Agency strives to make the best use of available resources. This commitment helps ensure that programs and services remain sustainable, responsive, and focused on the needs of the community.

02

Infrastructure

Sandy Bay CFS is committed to creating safe, welcoming, and functional spaces where children, families, and staff feel supported. The Agency is actively working toward securing a permanent home in the Sandy Bay community, strengthening its presence and connection to the families it serves. At the same time, ongoing improvements in the Winnipeg, Portage la Prairie, and Brandon offices help ensure comfortable and accessible environments that meet the needs of both staff and families.

03

Capacity Building Through Education and Training

The agency is committed to investing in professional growth and long-term capacity of the organization by supporting staff in pursuing post secondary education, training and development. This commitment will strengthen service delivery and promote relationship building in the community.

Human Resources

Eleanor Dick, HR Manager

Reviewed and updated the Human Resources Policy Manual, which was approved by the Board of Directors on February 7, 2026, ensuring compliance with current employment legislation.

Successfully coordinated recruitment, selection, and onboarding to fill critical vacancies and support Agency service delivery.

Provided ongoing guidance to managers and employees on employee relations, performance management, attendance management, conflict resolution, and disciplinary processes.

Coordinated the Agency's annual performance evaluation process, supporting employee development and organizational accountability.

Facilitated orientation for new employees and supported ongoing workforce development initiatives.

Administered employee benefits, pension enrolment, and leave programs while providing responsive employee support.

Partnered with the Safety and Health Committee to promote workplace health and safety through inspections, emergency preparedness, fire safety planning, and incident monitoring.

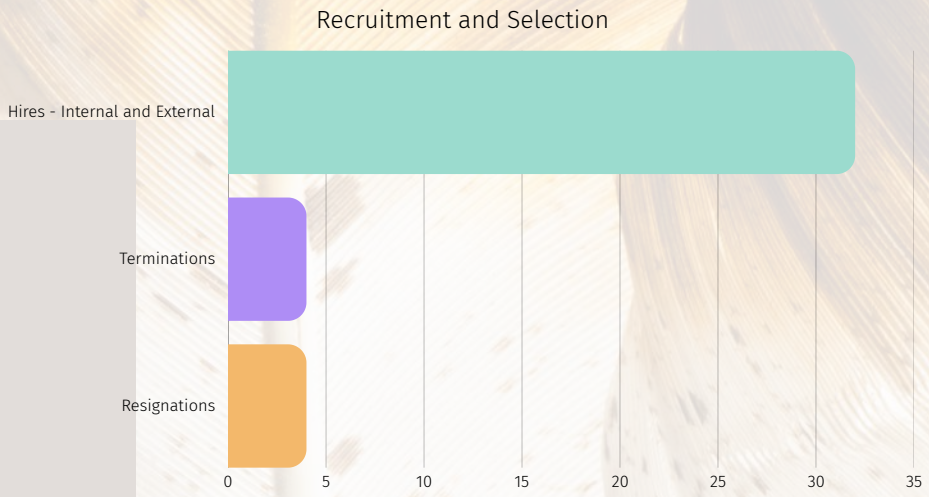
Assisted in restructuring departments and updating job descriptions to align with the Agency's strategic and operational goals.

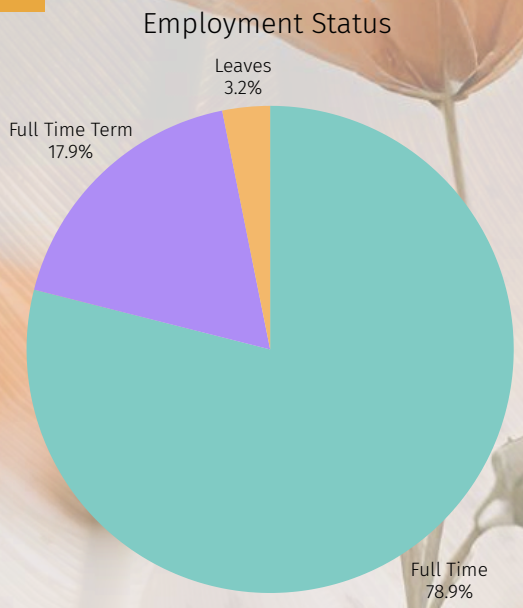
Enhanced electronic human resource management through the continued use of BambooHR, improving employee records, HR documentation, reporting, and workforce planning.

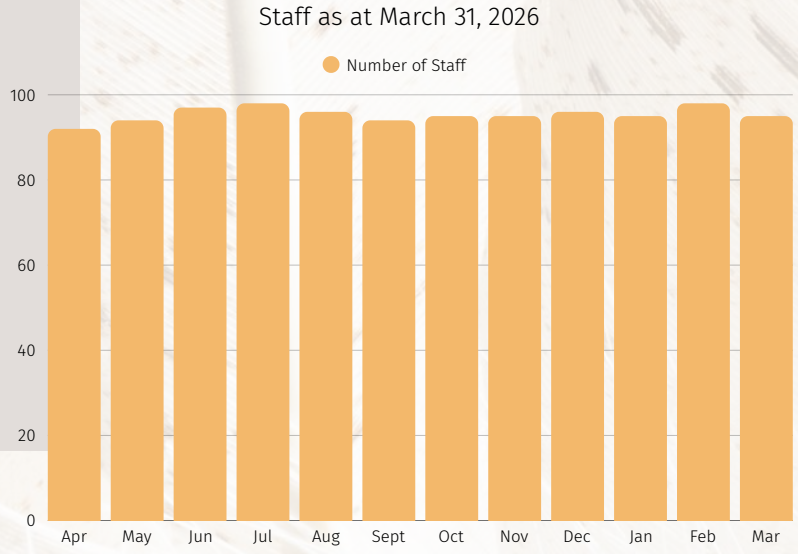
Maintained compliance with employment standards, labour legislation, and Agency policies while ensuring the confidentiality and integrity of personnel records.

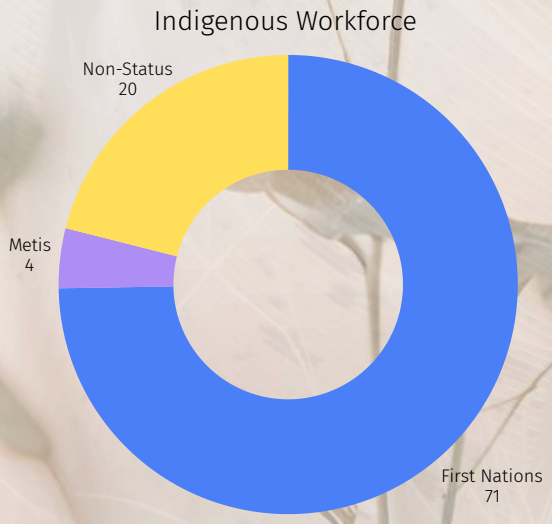
Unit Staff	Eleanor Dick	Patricia Desjarlais	Angel Ames
	HR Manager	Executive Assistant/ HR Administrator	HR Administrator
	Home Office: Portage La Prairie	Home Office: Winnipeg	On Leave

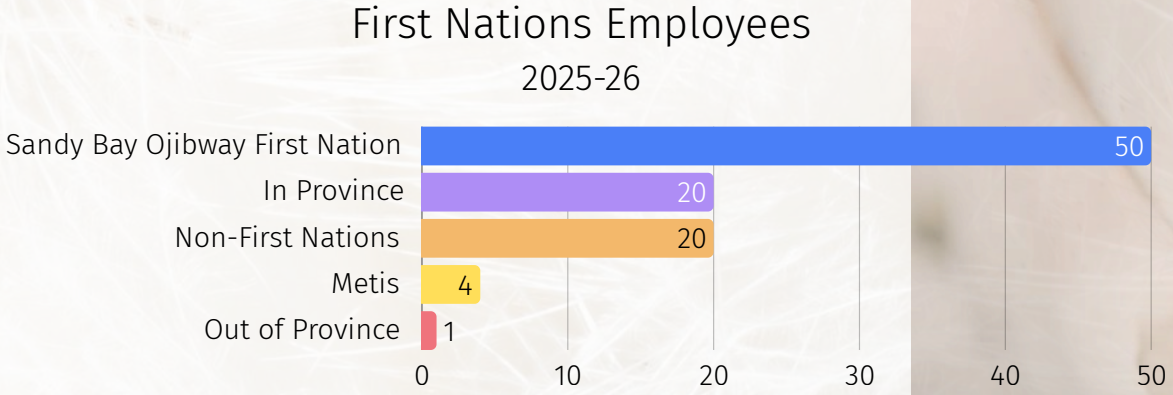
Human Resources
Staffing Highlights







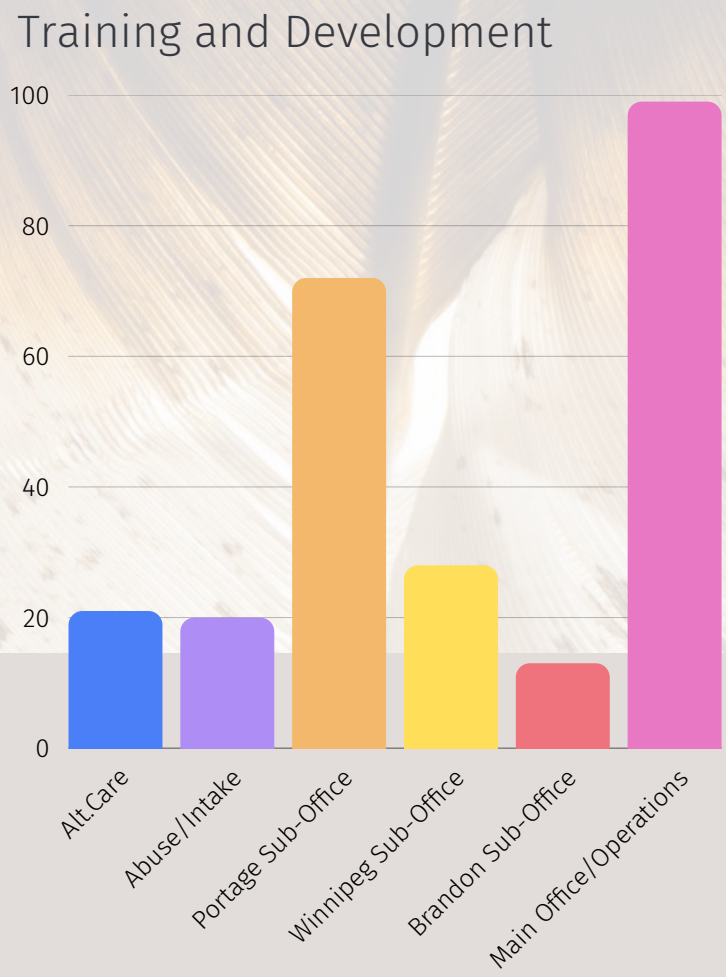




HR Training & Development

An In-House Trainer was hired in July 2025 to coordinate and deliver internal training for direct service employees and supervisors.

In addition to internal training, employees attended external conferences and professional development opportunities relevant to their roles. These learning opportunities enhanced employees' knowledge, skills, and competencies, contributing to improved job performance, professional growth, and the overall effectiveness of service delivery across the Agency.



Looking Ahead

Implement in-house training for our employees. This will be completed with Human Resources along with an In-House Training Coordinator and Quality Assurance Specialist. This collaborative approach will ensure effective training development, delivery, and evaluation.

To hire and train security personnel for the Sandy Bay main office. This will be completed by Human Resources, Executive Director, Finance, and the Director of Operations.



Organizational CHART

Board of Directors

Sharon Desmarais
Executive Director

Prevention Supervisor

Anika Mulholland

Prevention Coordinator X2

Prevention Admin. Assistant

Wellness & Recovery Worker

Chief Financial Officer

Debralee Beaulieau

Finance Officer

Finance Clerk

Maintenance Clerk

Comptroller

Abuse Coordinator

Taylar Brereton

Intake/Abuse Worker x2

Abuse Administrator

Director of Operations

Francine Roux

Receptionist

Maintenance Tradesperson x2

IT Technician

Janitor

Security Guard x9

Human Resources Manager

Eleanor Dick

HR Administrator Mat.leave

File Clerk

Alternative Care Supervisor

Gregory Briem

Alt.Care Administrative Assistant

Alternative Care Worker x5

Cultural Services Supervisor

Sheri Wylie

Cultural Program Coordinator X3

Director of Finance
Cathy Houle-Mousseau

Finance Officer

Maintenance Clerk



Patricia Desjarlais
Executive Assistant

Customary Care Supervisor

Charlene Demarais

Case Aide

CFS Worker x4

CFSIS/File Clerk

Family Preservation Worker

Customary Care Supervisor

Jamieson Watson

Case Aide

CFS Worker x2

Family Preservation Worker

Customary Care Supervisor

Richard Zolondek

Receptionist

Case Aide x2

CFS Worker x6

Customary Care Supervisor

Julie Williams

CFSIS Coordinator

Case Aide

CFS Worker x5

CFS Supervisor/ FE Supervisor

Roberta Riglin

Case Aide x2

CFS Worker

Quality Assurance Specialist

Shannon Pelletier

In House Training Coordinator

Customary Care Supervisor

Joanne Fenez

Receptionist

CFS Worker x3

Case Aide

PMSS Supervisor

Tricia Edgeworth

PMSS Worker x2

**** 3 Employees on leave**

Orange: Management Team

Sandy Bay CFS

Management Team



SHARON DESMARAIS



PATRICIA DESJARLAIS



ELEANOR DICK



GREGORY BRIEM



ANIKA MULHOLLAND



CHARLENE DEMARAIS



JAMIE WATSON



TAYLAR BRERETON



SHANNON PELLETIER



JULIE WILLIAMS



EUNICE ROULETTE



FRANCINE ROUX

Sandy Bay CFS

Management Team



ROBERTA RIGLIN



DEBRALEE BEAULIEU



CATHY HOULE



JOANNE FENEZ



TRICIA EDGEWORTH



SHERI WYLIE



RICHARD ZOLONDEK

Sandy Bay CFS

Quality Assurance

Shannon Pelletier

Quality Assurance Specialist



The 2025–2026 fiscal year has come and gone, and once again, it continues to be a privilege to work for Sandy Bay Child & Family Services and to serve my home community of Sandy Bay Ojibway First Nation. This fiscal period was marked by continued growth, reflection, and progress as the agency worked to improve internal processes, address service gaps, and identify critical needs that impact service delivery to children, youth, young adults, and families.

Throughout the year, Sandy Bay Child & Family Services continued to focus on strengthening practice, supporting frontline staff, and ensuring services are delivered in a way that reflects both legislative requirements and the unique cultural needs of the children and families we serve. One significant advancement this fiscal year was the hiring of a full-time in-house trainer, Susan Ward, who brings many years of child welfare experience, knowledge, and practical insight to the agency. Susan began the fiscal period by focusing on the delivery of CFS Worker Core Training and Supervisor Core Training to frontline staff, Customary Care Supervisors, and managers. This training has provided workers and supervisors with critical knowledge required for their roles and has supported the agency in meeting compliance expectations, practice standards, and service delivery responsibilities.

The addition of an in-house trainer has also strengthened the agency's ability to provide consistent learning opportunities, build staff capacity, and support culturally appropriate practice. Ongoing training is essential in the child welfare field, as workers and supervisors are required to make complex decisions, respond to high-risk situations, support families in crisis, and ensure that children remain connected to their family, community, culture, and identity whenever possible.

Shannon Pelletier

Quality Assurance Specialist



In my role as Quality Assurance Specialist, I continued to work closely with Executive Director Sharon Desmarais to support the agency in fulfilling its mandate, strengthening services, and responding to legislative changes, compliance expectations, and funding requirements. My role has involved reviewing agency processes, identifying areas for improvement, supporting documentation and reporting requirements, assisting with policy and practice development, and helping ensure that service delivery remains accountable, consistent, and aligned with child welfare standards.

Working in the child welfare field requires a strong commitment to advocacy, accountability, cultural understanding, and continuous improvement. As Quality Assurance Specialist, I recognize the importance of ensuring that the agency not only meets compliance and reporting requirements, but also continues to provide meaningful, respectful, and culturally grounded services to the children and families of Sandy Bay Ojibway First Nation. Quality assurance is not only about reviewing files or meeting standards; it is about strengthening practice, supporting staff, identifying gaps, and contributing to better outcomes for children, youth, young adults, and families.

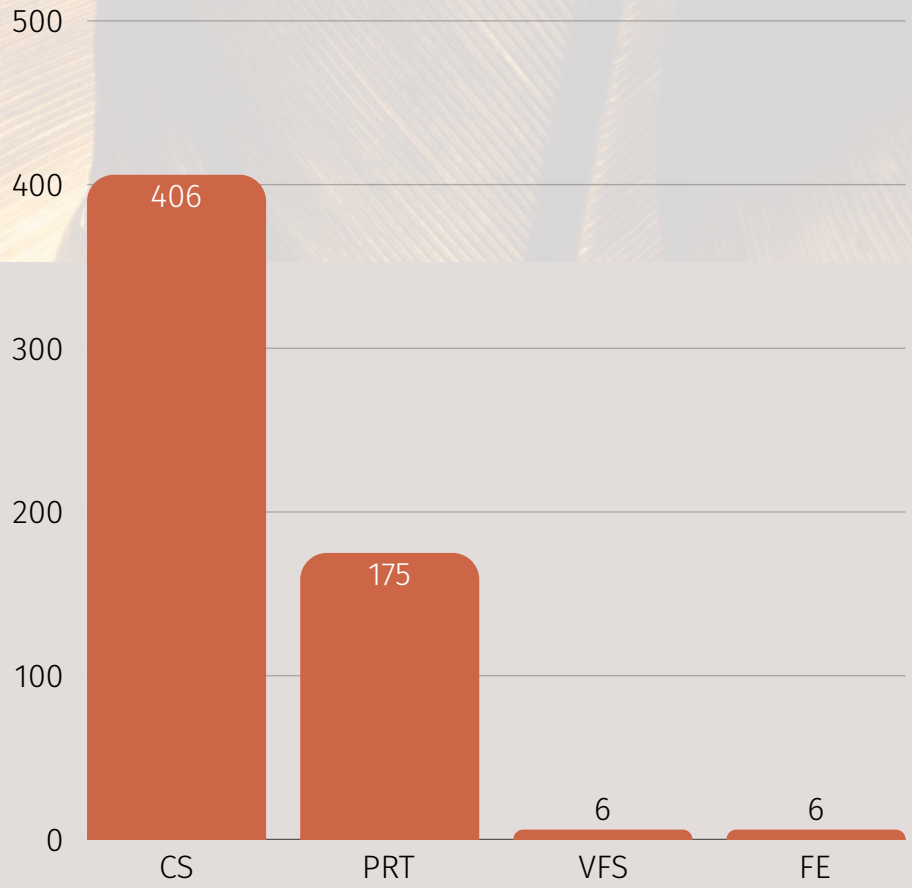
As the agency moves forward, continued focus will be needed in the areas of training, service planning, documentation, compliance, placement resources, support for young adults, and culturally appropriate family-centered practice. I remain committed to supporting the agency's ongoing growth and to working collaboratively with leadership, supervisors, workers, and community partners to improve services and uphold the best interests of Sandy Bay children and families.





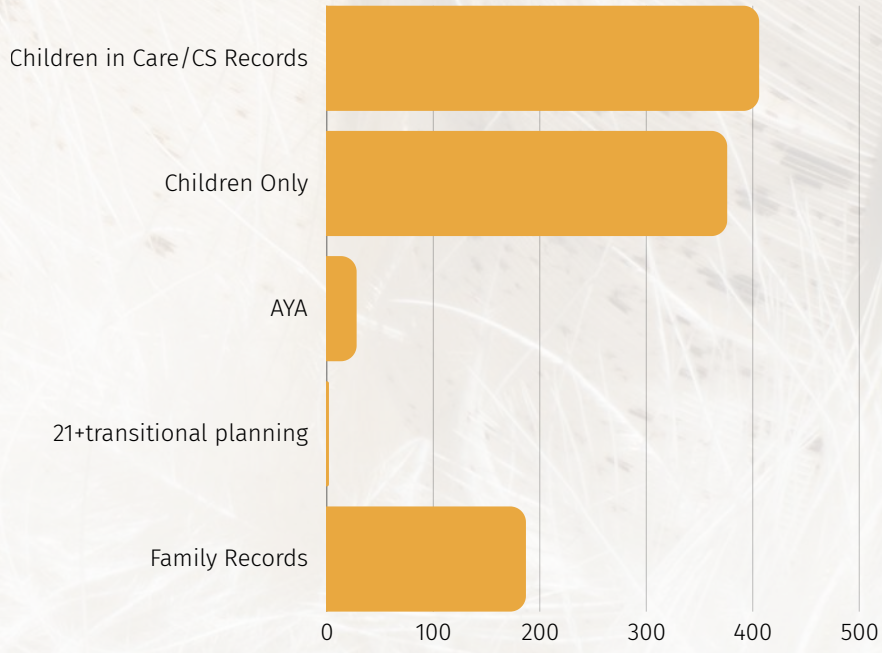
Agency Wide Case Numbers

Case Type



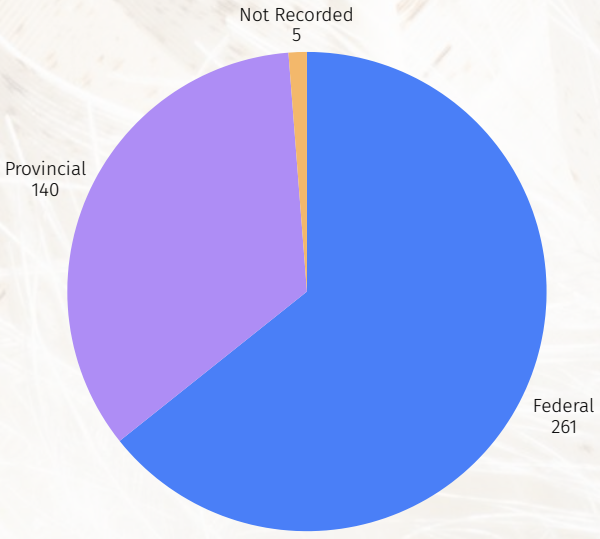
Agency Wide Case Numbers

Category



Children in Care/ AYA

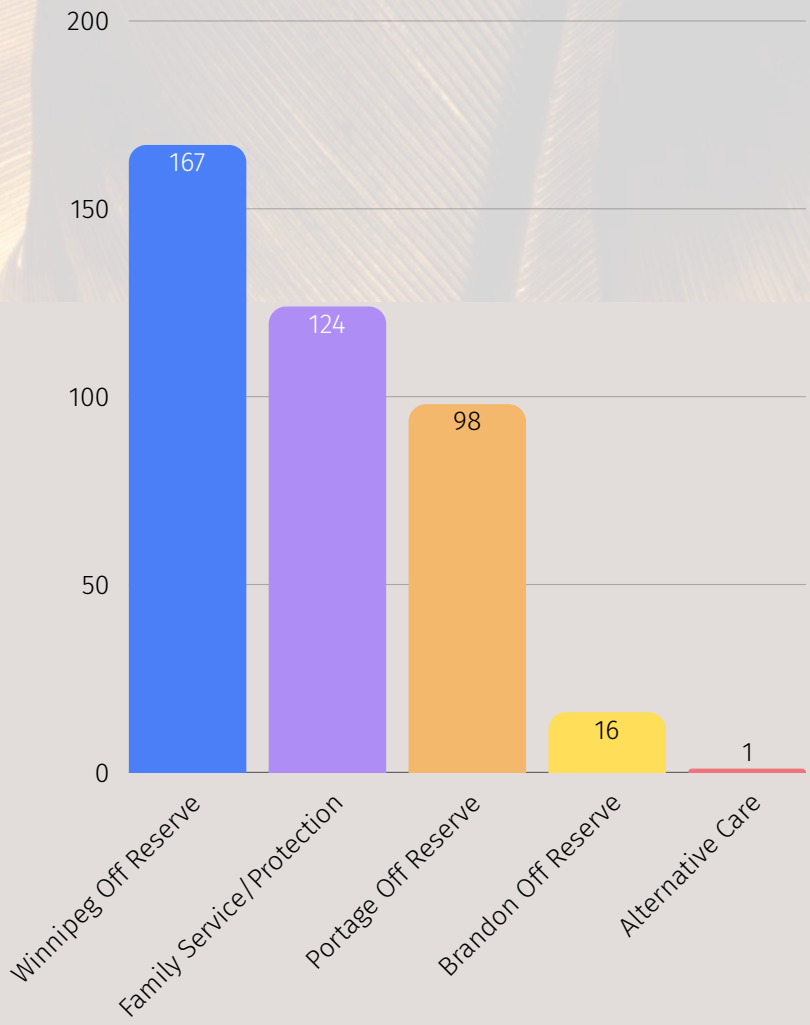
Federal -Provincial Breakdown





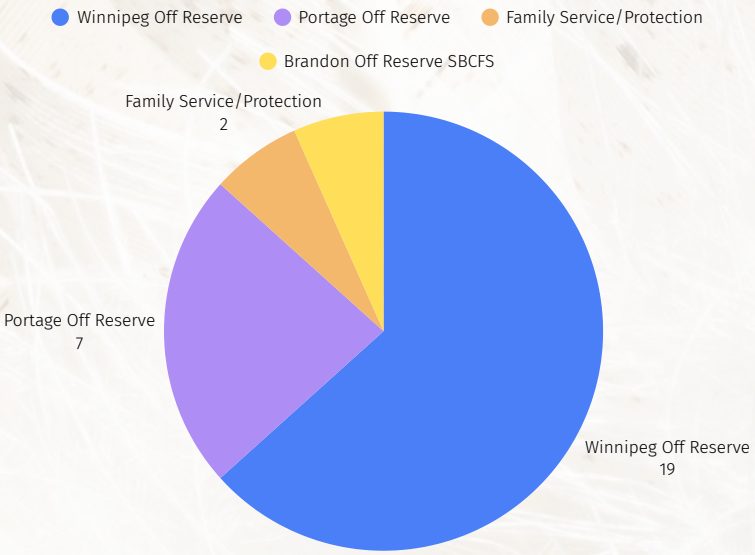
Children In Care/ AYA

By Workgroup



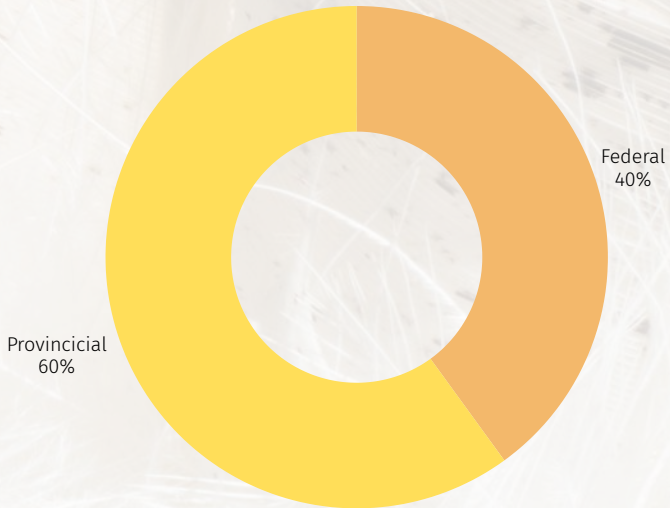
AYA Breakdown

Workgroup

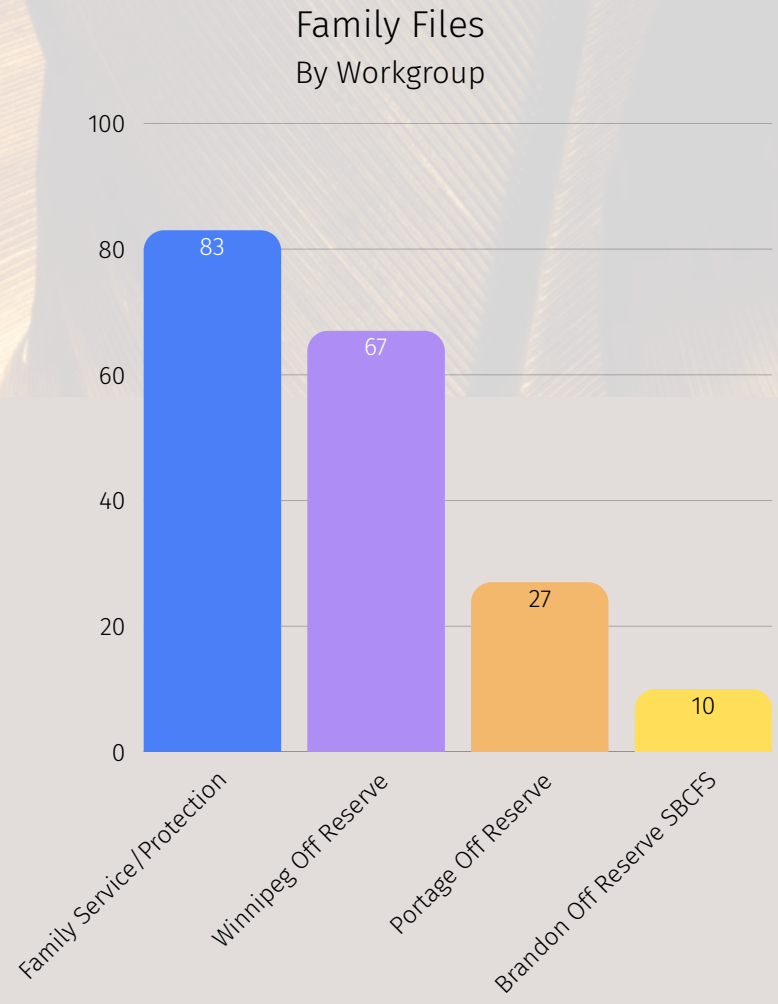


AYA Breakdown

Jurisdiction: Federal/Provincial



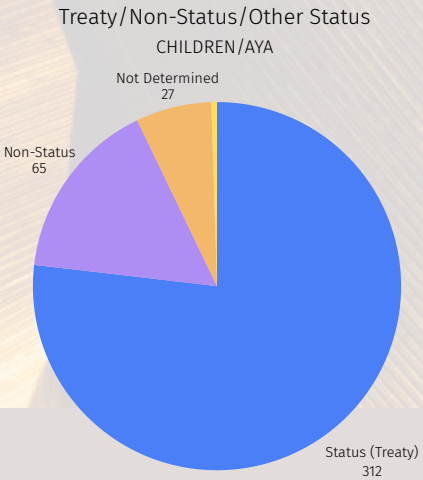


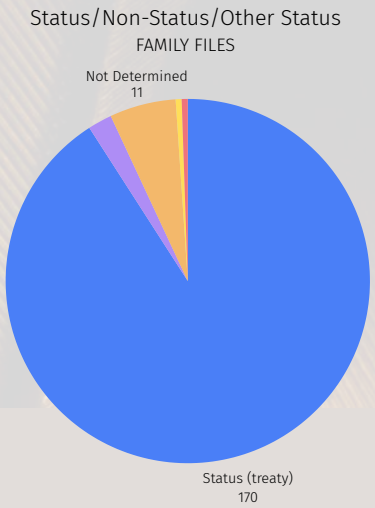


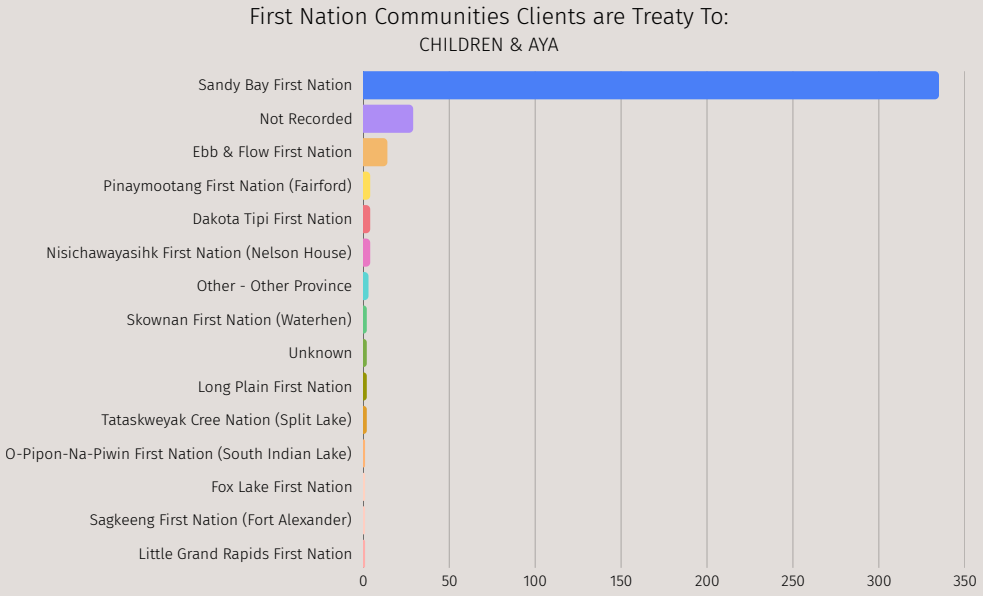
TOP 10 REASONS CHILDREN ENTER CARE

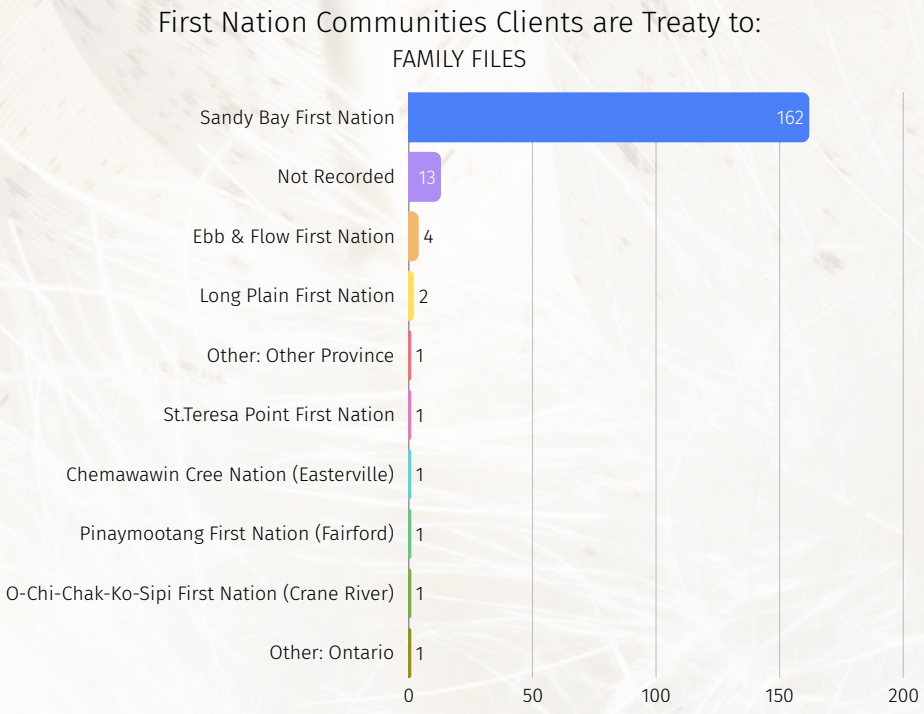
1. Parent intoxicated and unable to provide appropriate care
2. Concern of ongoing substance abuse affecting parental capacity
3. Parent arrested or in jail - no appropriate caregiver available
4. New born safety concerns
5. Parent exhibiting inappropriate parenting skills
6. Abandoned child(ren)
7. Family violence
8. Parent allows person who may pose risk to have access to child
9. Child found wandering
10. Caregiver no longer willing to provide care

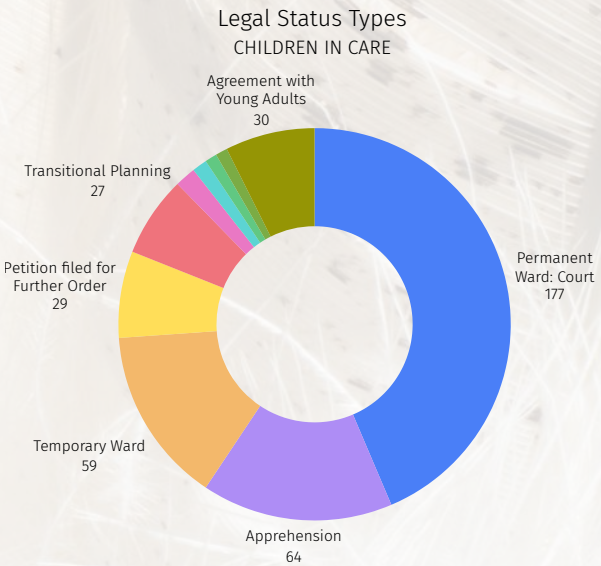

TRUTH


Treaty/Non-Status/Other Status
CHILDREN/AYA
Not Determined
27
Non-Status
65
Status (Treaty)
312

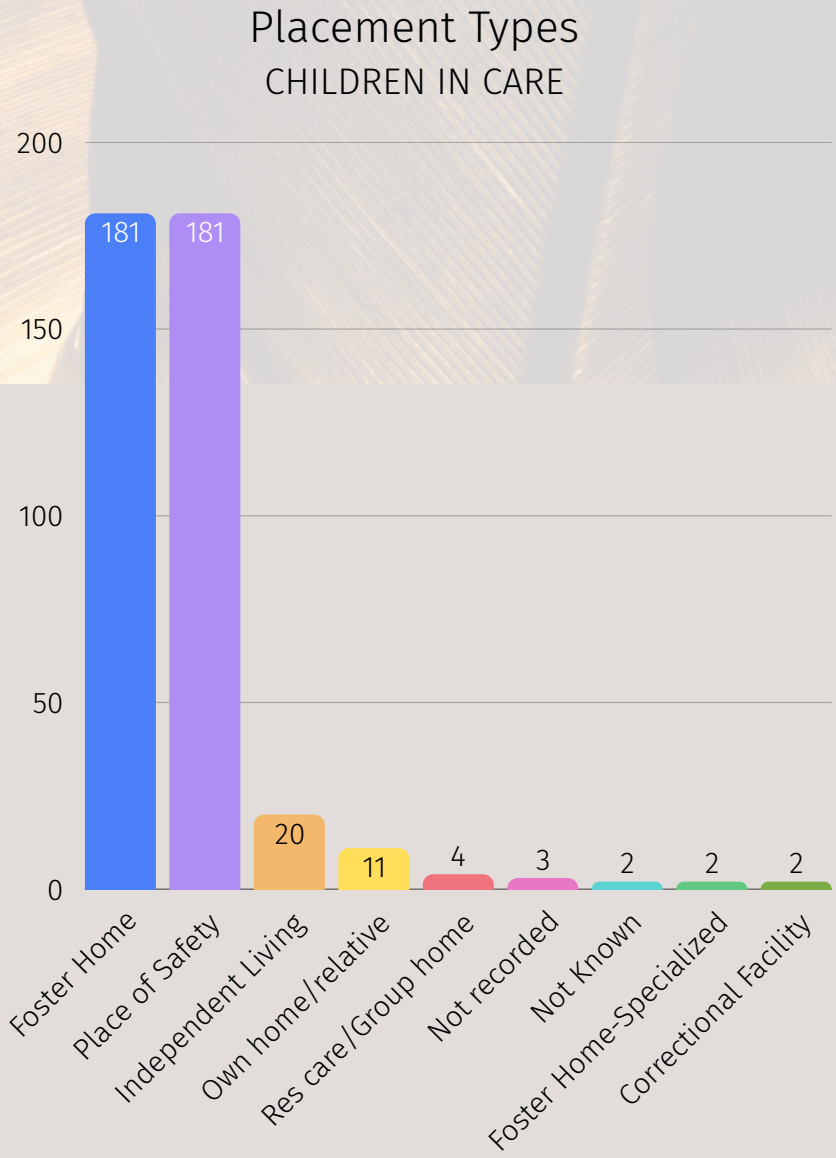

Status/Non-Status/Other Status
FAMILY FILES
Not Determined
11
Status (treaty)
170

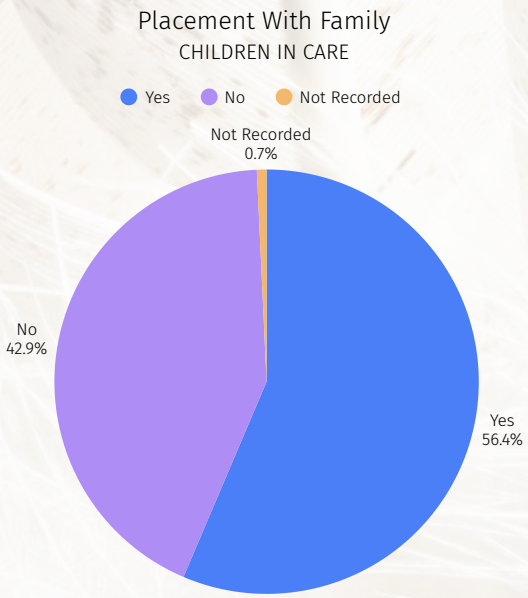

First Nation Communities Clients are Treaty To:
CHILDREN & AYA
Sandy Bay First Nation
Not Recorded
Ebb & Flow First Nation
Pinaymootang First Nation (Fairford)
Dakota Tipi First Nation
Nisichawayasihk First Nation (Nelson House)
Other - Other Province
Skownan First Nation (Waterhen)
Unknown
Long Plain First Nation
Tataskweyak Cree Nation (Split Lake)
O-Pipon-Na-Piwin First Nation (South Indian Lake)
Fox Lake First Nation
Sagkeeng First Nation (Fort Alexander)
Little Grand Rapids First Nation
0
50
100
150
200
250
300
350


First Nation Communities Clients are Treaty to:
FAMILY FILES
Sandy Bay First Nation
162
Not Recorded
13
Ebb & Flow First Nation
4
Long Plain First Nation
2
Other: Other Province
1
St.Teresa Point First Nation
1
Chemawawin Cree Nation (Easterville)
1
Pinaymootang First Nation (Fairford)
1
O-Chi-Chak-Ko-Sipi First Nation (Crane River)
1
Other: Ontario
1
0
50
100
150
200


Legal Status Types
CHILDREN IN CARE
Agreement with Young Adults
30
Transitional Planning
27
Petition filed for Further Order
29
Temporary Ward
59
Apprehension
64
Permanent Ward: Court
177

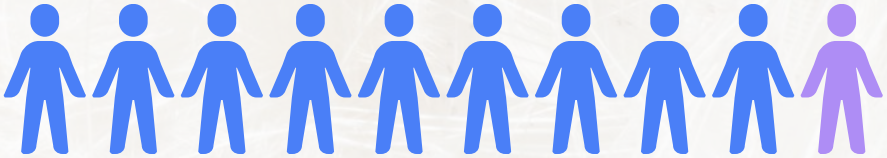






A Critical Incident Report is a mandatory child welfare report completed when a child or young adult connected to agency services experiences a death or serious injury/medical event. The report documents the circumstances of the incident, the child's legal and service status, agency involvement, immediate safety concerns, notifications made, and any follow-up actions required. - 10

Critical Incidents that resulted in the death of a child or young adult. - 1



Sandy Bay CFS- Main Office

Sandy Bay

Jamie Watson

Customary Care Supervisor



The Sandy Bay CFS Main Office is organized into two teams, allowing staff to work closely and collaboratively with children, families, caregivers, foster parents, and community partners. This structure supports timely and responsive services to families in Sandy Bay, Portage la Prairie, Brandon, Winnipeg, and surrounding communities.

Our team consists of 3 CFS Frontline Workers: Shari Richard, Danielle Archer, and Katherine McKay - along with 1 Family Preservation Worker, Michelle Strong, and 1 Case Aide, Martina Mousseau.

Sandy Bay CFS continues to focus on prevention, family preservation, and keeping children safely connected to their families and home communities. Programming and supports throughout the year included food security, housing and home-repair advocacy, treatment advocacy, budgeting, healthy parenting, counselling, cultural programming, ceremonies, and land-based learning.

Key Outcomes

- 4 Guardianship applications currently before the courts
- Up to 6 additional Guardianship applications anticipated
- 4 family reunifications with parents currently in progress

Our goal remains to safely keep children in their homes whenever possible, or with extended family within their home communities. Staff continue to support reunification and Guardianship processes while working with families to build stability and long-term success.

Staff Training & Development

Staff participated in a wide range of professional development opportunities, including Core Training, Yellowquill Cohort, Structured Decision Making, Global Interviewing, CFSIS and Intake Module training, Family Preservation training, Critical Incident Training with MACY, and Court Information and Training sessions.

These ongoing training opportunities strengthen staff capacity and support quality, informed services for the children and families we serve.

Sandy Bay CFS- Main Office

Sandy Bay

Charlene Demarais

Customary Care Supervisor



My name is Charlene Demarais, and I have served as the Customary Care Supervisor at the Sandy Bay Main Office since November 2023. Our team consists of 4 CFS Workers-Cameron Campbell, Alethia Afanador, Russell Beaulieu, and Jennifer Richard, along with 1 Case Aide, Shania Mousseau, and 1 Family Preservation Worker, Blaine Roulette, who primarily supports Protection files. The team is further supported by Sherry Spence (Receptionist), Valine Demach (CFSIS Clerk), and Teresa Houle (File Clerk).

Throughout the year, the team has responded to new referrals, assessing family needs, strengthening support networks, and working collaboratively with families to establish and achieve individualized goals. Case planning remains a key component of our practice, providing a clear path for families and workers to work toward stability and, ultimately, file closure.

Families continue to face a range of challenges, including poverty, food insecurity, substance and alcohol use, and family breakdown. SBCFS works closely with the Prevention, Maintenance, and Alternative Care teams, as well as community resources, to connect families with appropriate supports and address their needs in a coordinated manner.

A major focus of our work continues to be family reunification and maintaining children within their family networks. Staff have supported Guardianship applications, the rescinding of permanent orders, and the placement and maintenance of children within family units. Where safe and appropriate, we continue to explore reunification with parents, grandparents, and extended family members. When reunification is not possible due to the severity or complexity of the circumstances, staff continue to work toward safe, stable, and culturally appropriate permanency options for each child.

Our team remains committed to strengthening families, supporting children, and working collaboratively toward positive and lasting outcomes for the children and families we serve.

Sandy Bay CFS - Sub-Office

Portage La Prairie

Richard Zolondek

Customary Care Supervisor



Keeping in mind this year's theme, and truly reflecting on the profound impact of the simple sentence "Every Child Matters," I continually remind myself of the influence our Frontline Workers have on the families they provide services to. Every tear, every bump, every scratch, every hurt, pain, joy, celebration, and circumstance that people experience matters-especially when it involves a child. This is a tremendous responsibility that rests upon the shoulders of our frontline heroes each day, and they carry it out with dedication and without hesitation.

The Portage Sub-Office's direct service team consists of 5 CFS Workers, 2 Case Aides, and 1 Receptionist/CFSIS Clerk. Without these dedicated individuals, the successes experienced by the families involved with the Agency would not be possible. Frontline Workers walk alongside children and families as they navigate some of life's most difficult, complex, and traumatic experiences. I commend our team for their continued dedication and efforts.

Over the past year, the Portage Sub-Office successfully closed 4 family protection files involving 19 children in care. This represents at least 23 children and families whose lives were directly impacted by the work of this office and who no longer require protection services.

The Portage Sub-Office also participated in CORE training as a split grouping to further strengthen competencies and promote best practices. Sandy Bay CFS has adapted this training to incorporate local traditions and practices.

The team also participated in Agency camp, ribbon skirt and ribbon shirt making, traditional medicine activities, planting, cultural awareness and expression activities, and team development. We look forward to erecting a tipi at the Portage location in the near future.

Looking ahead, we will continue to strengthen our practices and competencies while ensuring that cultural components remain an important part of our reunification and recovery journeys. We recognize that the Agency continues to evolve and make improvements to better serve the community of Sandy Bay and the surrounding communities. I appreciate the opportunity to help guide the workers of this office toward the Agency's vision of a collaborative and preventative approach to supporting families, making our communities safer and healthier, and being a safe place to land when life becomes painful and complicated.

Through this work, we can continue to ensure that we remember: Every Child Matters-and by extension, you matter. You are still someone's child. You matter to us. We are all in this together. Through every struggle, every high and every low, and life's never-ending surprises, we remain committed to helping rebuild the hope and heart within our community.

Sandy Bay CFS - Sub-Office
Winnipeg

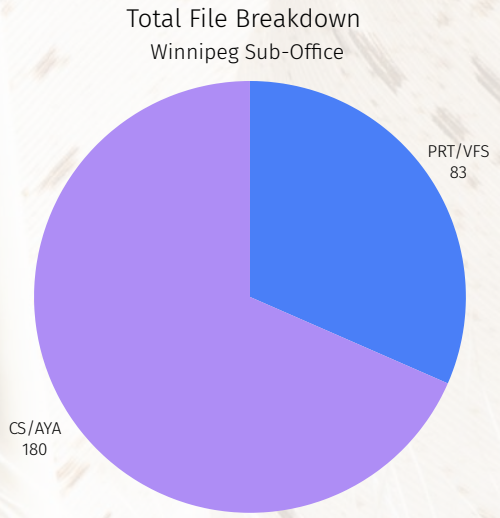
Julie
Williams

Joanne
Fenez

Customary Care Supervisors



My name is Julie Williams. I started with Sandy Bay Child & Family Services in November of 2012 as a direct service worker. I was then the supporting young adult's worker from November 2023 to March 2024. As of March 2024, I have been a customary Care Supervisor for the Winnipeg sub-office. In June of 2025 Joanne Fenez joined as a second Customary care supervisor for the Winnipeg office. We have a total of 8 CFS workers, 2 case aides, 1 receptionist and 1 CFSIS coordinator.



We have temporarily moved to the Southern Authority office while we await renovations at 1037 Erin Street.

The Winnipeg sub office continues to work hard to ensure children and families are being served in an efficient and culturally appropriate manner. We offer smudging kits to families and provide cultural opportunities to families and children when requested or when visiting the office.

Our caseloads continue to be high as we provide services for Winnipeg and surrounding rural areas. We continue to collaborate with community resources to ensure wrap around supports for the children and families we work with.

Our goal is to ensure each child/family receives efficient and culturally appropriate services as best as we can offer during busy times. For the 2026-2027 year we will be hiring a temporary prevention support worker to work with larger families who are struggling to access resources.

Successes- We have had several high school graduates. A few post secondary students in a variety of programs such as culinary arts, aerospace engineering, policing and social work. Many of the children and youth we work with are great athletes and are registered in a variety of sports such as hockey, martial arts and soccer. We also have many young artists. Some of their artwork is displayed in the Winnipeg office.

Some of the children and youth have had the opportunity to travel over this past year exploring Vancouver, Edmonton and Toronto. There are 2 students who are currently fundraising for a school trip to Spain next year.
We look forward to the upcoming year, we hope to build closer connections with other culturally appropriate resources, offer more cultural programming and activities to families and staff. We continue to aim to introduce many of the children and youth to their home community. During the summer of 2025 several of our children and youth attended the cultural camp at the agency camp. We hope to have many attend the annual Pow wow and Treaty Day activities as well.

My name is Joanne Fenez, I started with Sandy Bay Child and Family services in October 2023 as a direct service worker. In June 2025 I became a Customary Care Supervisor out of the Winnipeg sub-office. Julie Williams and I have split the teams and files to help manage the higher volume and ensure everyone receives the support needed to be successful.

In late 2026 the WSO received a grant which will allow us to temporarily add a family preservation worker to our team. This will allow us to offer our higher risk families more one on one supportive assistance.

Sandy Bay CFS

Post Majority Support Services

Tricia
Edgeworth

PMSS Supervisor



My name is Tricia Edgeworth, and I am the Supervisor of Post-Majority Support Services (PMSS) at Sandy Bay Child and Family Services.

It has been a privilege to support and walk alongside the remarkable young adults participating in the PMSS program throughout the 2025–2026 fiscal year. Every young person has demonstrated resilience, determination, and a commitment to building a brighter future. Despite the challenges many have experienced, they continue to pursue education,employment, cultural reconnection, and personal growth with strength and perseverance.

The PMSS team remains committed to providing culturally grounded, trauma-informed, and individualized supports that empower First Nations young adults to transition successfully into adulthood while strengthening their connections to family, community, and culture.

PMSS Team

- Tricia Edgeworth – Supervisor
- Mal Richard – Post-Majority Support Services Worker
- Abbey Merrick– Post-Majority Support Services Worker

Post-Majority Support Services provides holistic, wrap-around supports that recognize the unique strengths, needs, and experiences of First Nations young adults. Our goal is to promote healthy transitions into adulthood by fostering independence while strengthening cultural identity, community connections, and overall well-being.

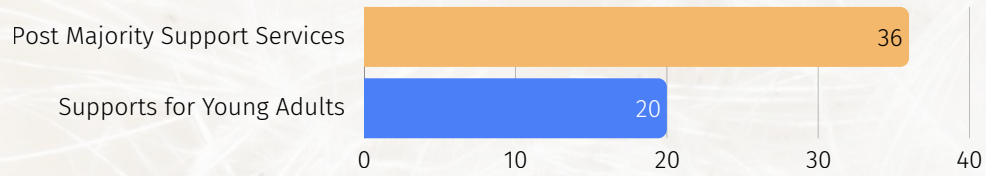
The program supports First Nations youth aging out of care, as well as young adults formerly in care, up to and including the age of 25. Services are individualized to help participants achieve their educational, employment, housing, health, financial, and personal goals while building the confidence and life skills necessary for long-term success.

Young adults participating in PMSS receive individualized supports, including:

- Developing personalized goals and transition plans
- Navigating education, employment, justice, health care, and income assistance systems
- Accessing mental health and addictions services
- Obtaining essential identification documents
- Applying for subsidized and supportive housing
- Building independent living and financial management skills
- Participating in cultural teachings, ceremonies, and traditional activities
- Connecting with community resources and supportive relationships

PMSS and SYA Supports Provided

2025-26



Sandy Bay CFS

Post Majority Support Services

Tricia
Edgeworth

PMSS
Supervisor



Building Connections Through Community

Throughout the year, PMSS remained committed to creating meaningful opportunities that promoted belonging, leadership, cultural identity, and positive peer relationships.

Our young adults worked alongside Sandy Bay CFS frontline staff to organize and host the Agency's annual Children's Christmas Party. This special event brought together children in care and foster families for a day of celebration, connection, and lasting memories while allowing our young adults to give back to younger children in care.

In January 2025, ten young adults proudly attended the Caring Society Gala alongside agency staff. The event celebrated advocacy, resilience, and the achievements of First Nations children and youth while inspiring participants to continue being positive leaders within their communities.

The agency also attended the WASAC Winnipeg Jets Game, where young adults had the opportunity to mentor younger children, strengthen leadership skills, and build positive relationships through shared experiences.

Culture remained at the heart of PMSS programming throughout the year. Young adults participated in ribbon skirt and ribbon shirt workshops, drum making, traditional bear grease preparation, fishing, moccasin making, and learning how to put up a tipi. These activities provided opportunities to learn the cultural significance of traditional teachings while strengthening friendships, identity, and pride in their heritage.

Several participants proudly wore the ribbon skirts they created during the Manitoba Legislature's National Ribbon Skirt Day celebrations, representing themselves, their families, and the Sandy Bay community with pride and confidence.

Participants also attended the Voices: Garbage Bag Fashion Show, an important event that raises awareness about the experiences of children in care while advocating for dignity and ending the practice of transporting children's belongings in garbage bags.

Financial literacy continued to be an important area of focus. Young adults participated in budgeting and Sudden Wealth workshops facilitated by SEED Winnipeg, where they gained valuable financial knowledge and practical skills to support responsible decision-making and long-term financial stability.

Many participants also attended the Manito Ahbee Festival, celebrating Indigenous culture through music, dance, art, traditional teachings, and community connection.

Education remained a priority throughout the year. PMSS proudly celebrated several young adults who graduated from high school and post-secondary programs. These accomplishments reflect remarkable determination, resilience, and commitment to creating brighter futures. Several additional participants continued working toward their Mature Student Diploma by completing modules through Sandy Bay School.

Sandy Bay CFS

Post Majority Support Services

Tricia
Edgeworth

PMSS
Supervisor



During the summer months, several young adults were employed as camp counsellors at the Sandy Bay CFS Summer Camp. They assisted with program preparation and daily activities while providing mentorship, encouragement, and positive role modelling for younger children.

During Sandy Bay Treaty Days, PMSS participants volunteered by preparing community breakfasts, organizing family activities, operating inflatable attractions and the dunk tank, and assisting with various community events. Several young adults proudly competed in the Strongman Competition, while others participated in the Sandy Bay Pow Wow, celebrating culture, tradition, and community spirit.

To strengthen relationships with the Agency's Elder Committee, young adults worked alongside Elders to prepare traditional Bannock. Together they delivered the Bannock to several community organizations, including the Sandy Bay School, Health Centre, and local homeless shelter. This initiative encouraged intergenerational learning while promoting kindness, community service, and respect for Elders.

To conclude the summer, PMSS hosted a Community Open House BBQ for community members and Elders. Our young adults took the lead in planning, preparing, cooking, and serving the meal, demonstrating exceptional teamwork, leadership, and community pride.

Communication and Outreach

To improve communication and engagement, the PMSS team launched the Sandy Bay CFS PMSS Facebook page.

The page has become an important resource for young adults, families, and community members by sharing Agency and community events, employment and training opportunities, educational resources, community supports and services and program updates and announcements.

Looking Ahead

The PMSS team remains committed to empowering First Nations young adults as they transition into adulthood through cultural connection, life skills, education, employment, individualized supports, and community involvement.

Looking ahead, the program will establish a Youth Advisory Committee, providing young adults with lived experience in the child welfare system an opportunity to help shape future services and contribute to meaningful system improvements.

In the fall, Sandy Bay Child and Family Services, in partnership with PMSS and the Cultural Team, will host its first Youth Conference. The conference will bring youth and young adults together to build relationships, strengthen cultural identity, share their experiences, learn about their community, and provide input into future programming.

We are grateful to our Elders, community partners, staff, leadership, and especially the young adults whose resilience, voices, and determination continue to inspire our work. Together, we look forward to building stronger pathways toward independence, wellness, and lifelong success.

Sandy Bay CFS - Sub-Office

Brandon

Roberta Riglin

Customary Care Supervisor



The Brandon Sub-Office, located at 1725 18th Street N, Unit B, Brandon, Manitoba, continues to support off-reserve community members residing in the Brandon-Westman area.
My name is Roberta Riglin, FE/CFS Supervisor at the Brandon Sub-Office. I began my career with Sandy Bay CFS in February 2010 as a Caseworker at the Brandon Sub-Office. In December 2014, I moved into the Family Enhancement Supervisor role at the Sandy Bay Main Office, and in 2019, I returned to the Brandon Sub-Office as Supervisor.

Prior to working in Child Welfare, I attended Brandon University and worked as the Program Coordinator at the Brandon Friendship Centre. I also worked and volunteered with Samaritan House Ministries in Brandon, including at Mary's House, a second-stage transitional housing program for women and their children fleeing domestic violence.

The Brandon Sub-Office carries a caseload of approximately 25–30 cases, managed by one Caseworker. Our team works together to meet the needs of our clients and build positive working relationships with families and collaterals.

Over the past year, there have been several changes within the Brandon Sub-Office. We welcomed Reese Mayer as a part-time Case Aide on a one-year term, providing additional support to the office. In February, we welcomed Carolyn Kaye as our CFS Worker from the Sandy Bay Main Office.

Our Case Aide/CFSIS Administrator, Trisha Riglin, also provides coverage and support for the frontline CFS Worker.

The Brandon Sub-Office does not have a receptionist. Calls are forwarded to the Portage la Prairie Sub-Office, where messages are taken and forwarded to our office by email.

Due to our limited office space, we continue to utilize community resources to support family visits and services. The Brandon Friendship Centre and Brandon Access Exchange Service provide secure spaces for supervised or intermittently supervised visits and parent-child exchanges. Visits may also take place at PlaySkape Family Entertainment Centre.

Sandy Bay CFS - Sub-Office

Brandon

Roberta Riglin

Customary Care Supervisor



Our office continues to connect clients with a range of community programs and services, including the Elspeth Reid Family Resource Centre, the Women's Resource Centre, and the Empowered Traditional Indigenous Women's Program. Clients also access services through the Addictions Foundation of Manitoba (AFM), Child and Adolescent Treatment Centre (CATC), Prairie Hope High School, Crosswinds Connections Inc., The GAP Program, Community Living disABILITY Services (CLDS), John Howard Society, Home Counselling and Wellness, and Ember and Ash Counselling.

The Prevention Team provided our office with gift cards for East 40 Packers Ltd. and Walmart. These were used to assist clients in the Brandon-Westman area with groceries and meat.

In June 2025, one of our Brandon Sub-Office clients graduated with her mature high school diploma. She achieved this milestone after welcoming a new baby just two months before graduation.

During the summer, the Sandy Bay CFS Prevention Team held the Kabangishimoonoot Kiizis (Sunset) Culture Camp. Our office registered Children in Care, and some PRT/FE families also reached out to register their children.
In November, the Westman Christmas Cheer organizers provided our office with application information and forms to assist families in registering for Christmas hampers.

The Christmas season can be a difficult time for many families. To provide additional support, our office used a portion of the available gift cards and reached out to local businesses for donations. We were grateful to receive a donation of Sugar Cookie Decorating Kits from Chez Angela Bakery & Café, which were included in our Christmas hampers.

As we look ahead to the coming year, the Brandon Sub-Office expects to receive additional file transfers. We look forward to meeting these families, building new relationships, and continuing to support children and families in the Brandon-Westman area.

Sandy Bay CFS

Alternative Care

Gregory Briem

Alternative Care Supervisor



During the 2025-2026 fiscal year, Sandy Bay CFS saw a slight increase in the number of open foster homes. As of April 1, 2025, the agency had 185 open homes, including both places of safety and licensed foster homes. By March 31, 2026, that number had increased to 188 homes.

The Alternative Care Unit is made up of one supervisor, five alternative care workers, and one administrative support worker.

Alternative Care Team

Greg Briem – Alternative Care Supervisor
Sandy McIvor – Alternative Care Worker, Sandy Bay office (manages 21 homes)
Sandra Beaulieu – Alternative Care Worker, Sandy Bay office (manages 26 homes)
Tammy Coyne – Alternative Care Worker, Sandy Bay office (manages 25 homes)
Jaclyn Starr – Administrative Support Worker, Sandy Bay office
Jodi Bowser – Alternative Care Worker, Portage la Prairie office (manages 42 homes)
Sierra Halldorson – Alternative Care Worker, Winnipeg office (manages 74 homes)

The SBCFS Alternative Care Unit is committed to identifying and securing family and kinship placements in Sandy Bay and surrounding communities. Whenever possible, the units' goal is to ensure that children remain with family or within their home community, where they can maintain meaningful connections and receive care in a familiar environment.

Oniigiigo – iigamiik (Family Building)

On January 26, 2026, Sandy Bay CFS opened its Emergency Placement Home in Langruth, MB, approximately 20 km from Sandy Bay Ojibway First Nation.

The home was established to provide a short-term emergency placement option for Sandy Bay CFS children and youth in a setting that is safe, comfortable, culturally appropriate, and close to the community.

·**Caregiver:** The home has one live-in house parent from SBOFN. There are also respite and support staff available on an alternating basis, based on the needs of the children placed in the home.

·**Home features:** The residence has five bedrooms and is fully furnished and equipped to meet the needs of children placed there. Each child placed in the home at any given time will have their own bed and will have access to healthy and nutritious meals prepared by the house parent. The home is located near amenities in Sandy Bay, Langruth and Amaranth, as well as major amenities located in Portage la Prairie.

·**Purpose:** The home allows children to stay in a child-friendly environment that supports cultural connection and proximity to their home community whenever emergency placement is needed.

Gregory Briem

Alternative Care Supervisor



·**Use during the reporting period:** By the end of the fiscal year, 11 children and youth had utilized the placement.

Connections & Networking

Each year, the Alternative Care Unit works collaboratively with other SBCFS units to host the annual Children's Christmas party and dinner. This event welcomes all children in the care of Sandy Bay CFS, along with their foster families, to provide an opportunity for connection and celebration.

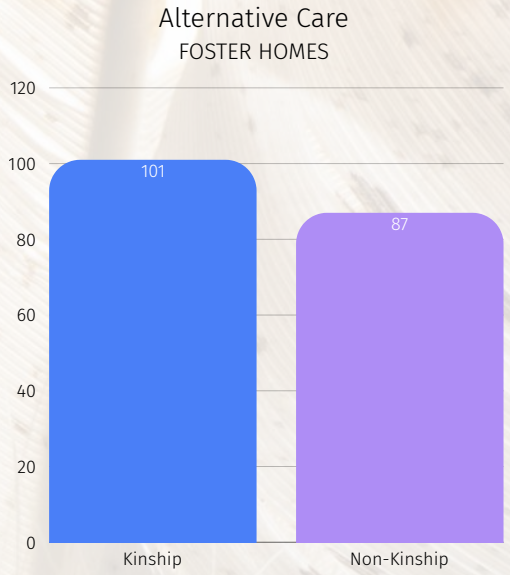
In March 2026, the Alternative Care Unit also hosted a Come and Go event for foster parents to share information about changes to agency policies, including the updated respite policy that took effect on April 1, 2026.

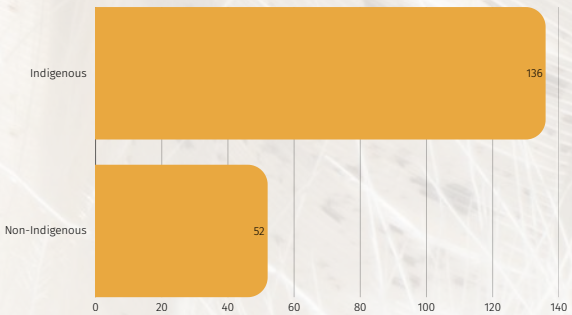
The Alternative Care Unit remains committed to strengthening relationships with foster parents and creating more opportunities for engagement and support. Future planned initiatives will include:

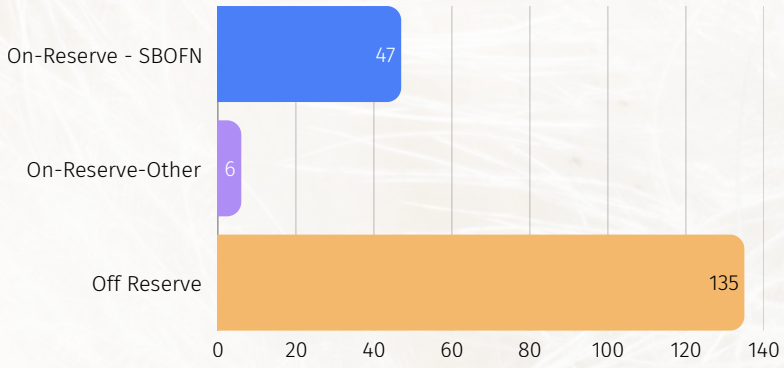
·orientation sessions to keep foster parents informed about changes to agency policies and legislation
·foster parent appreciation events
·training opportunities to support caregivers in their role

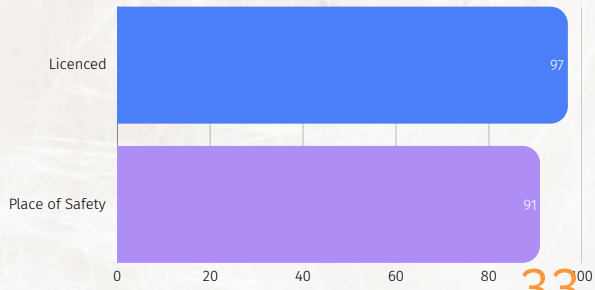
The Alternative Care Unit has also recently created a Facebook page to help keep foster parents and community members informed about agency and community events. The page also shares information and resources to support caregivers and foster parents in their role.

For updates and more information, please follow the page Facebook page Sandy Bay CFS Alternative Care.









Sandy Bay CFS Prevention Unit

Gaawiikwedaawangaag Mino Bimadadiziwin

Sandy Bay The Good Life

Anika Mulholland

Prevention Supervisor



It has been a privilege to continue serving as the Supervisor of the Prevention Unit at Sandy Bay Child and Family Services Inc. My name is Anika Mulholland, and I am a Cree woman from Cross Lake First Nation. I hold a Bachelor's Degree and bring more than ten years of experience in advocating for Indigenous resources, programming, political action, program development, and direct counselling. Since joining Sandy Bay Child and Family Services in September 2024, I have been grateful for the opportunity to contribute my experience, knowledge, and passion to the continued development of prevention services within Sandy Bay Ojibway First Nation.

The Prevention and Cultural Unit continues to play an important role in supporting children, youth, parents, families, and community members. Our work is guided by the belief that strong families and healthy communities are built through early support, meaningful relationships, cultural connection, and access to services when they are needed. As we moved into the 2025–2026 fiscal year, our focus remained on strengthening prevention and early intervention while supporting the larger goal of keeping families safely together whenever possible.

This direction represents an important change in the way child and family services are approached. Rather than waiting until families reach a crisis point or relying primarily on the apprehension of children, Sandy Bay Child and Family Services Inc. is working toward a model that emphasizes prevention, family support, and early intervention. This means identifying concerns sooner, providing families with practical and culturally appropriate supports, and working alongside parents and caregivers to help them overcome challenges. When it is safe and in the best interests of the child, our goal is to preserve family connections and ensure children remain connected to their parents, relatives, culture, and community.

Prevention is much more than responding to child welfare concerns. Prevention includes promoting healthy families, supporting positive parenting, addressing mental health and addictions, reducing poverty and food insecurity, providing opportunities for children and youth, supporting cultural identity, and creating spaces where community members can feel safe, connected, and supported. Each of these areas contributes to the overall health and well-being of families and can help reduce the circumstances that may lead to more serious involvement with child and family services.










HAPPY
RETIREMENT
CAROL










KIIZIS
SUNSET CAMP











During the reporting period, the Prevention and Cultural Unit continued delivering programming through five primary areas: Children's Programs, Parenting Programs, Community Programs, Preventative and Intervention Support Services, and Cultural Programming. Together, these areas provide a broad range of supports that respond to the diverse needs of children, families, and community members.

Children's programming continues to provide opportunities for children to learn, socialize, stay active, and develop positive relationships in a safe and supportive environment. Programming has included field trips, guitar lessons, Home Alone and Babysitter Certification courses, gym nights, after-school programs, work experience for youth, our famous "Cuzzin's Club," community fun days, and more. These activities provide children with opportunities to participate in healthy recreational activities while also supporting social development, confidence, physical health, and mental wellness.

An important addition this fiscal year was Kabangishimoonoot Kiizis – Sunset Camp, an agency-owned location approximately 15 minutes from Sandy Bay Ojibway First Nation. This location provides an opportunity to run summer camps for youth and to host other programs offered by the unit. Through these initiatives, 1,852 children were reached, representing a 191.7% increase from the 2024–2025 fiscal year.

Supporting parents and caregivers remains another important part of our prevention work. Parenting programs are designed to provide practical tools and information while recognizing that parents already bring their own strengths, knowledge, and experiences to raising their children.

Throughout the year, programming included Nobody's Perfect, budgeting workshops, My Tween and Me, Growing Great Kids, Circle for Success group parenting sessions, individual support, cooking classes, Anger Management, First Aid Certification, and other parenting initiatives.
During this fiscal year, two Preservation Workers were hired to place an even greater emphasis on working directly with families in their homes to address child protection concerns at an early stage. Their work focuses on providing prevention and preservation supports to families and reducing the need for apprehension whenever it is safe and appropriate to do so.

In total, 170 parents participated in parenting programming or received one-on-one support, representing a 54.5% increase from the previous fiscal year.

Community-based programming provided opportunities for residents to gather, participate, celebrate, and strengthen relationships throughout the year. Events and initiatives included the Every Child Matters Day Celebration, New Year's Eve Dance, Family Fun Nights, employment and work opportunities, the MMIWG Red Dress Day Memorial, ribbon skirt workshops, identification fairs, a Halloween haunted trail, family photo days, and various seasonal activities.

These events are valuable because they create opportunities for connection and belonging while providing prevention support at a community-wide level. In total, 4,151 individuals participated in community programming, representing a 78.9% increase from the 2024–2025 fiscal year.

Preventative and Intervention Support Services continued to provide assistance to individuals and families facing immediate or ongoing challenges. Supports included residential addiction treatment support, navigation and aftercare follow-up, individualized case-based assistance and referrals, and poverty reduction initiatives.

This year, we hired a Wellness and Recovery Worker to specifically support individuals struggling with or impacted by substance use. The Community Pantry remained an important resource for individuals and families experiencing food insecurity by providing both perishable and non-perishable food hampers. Additional assistance was available through the Community Closet, cleaning supplies, and emergency baby supplies.

These services are an essential part of prevention because meeting basic needs can help reduce stress on families and provide stability during difficult periods. A total of 1,496 individuals accessed these preventative and intervention supports, representing a 61.6% increase from the 2024–2025 fiscal year.

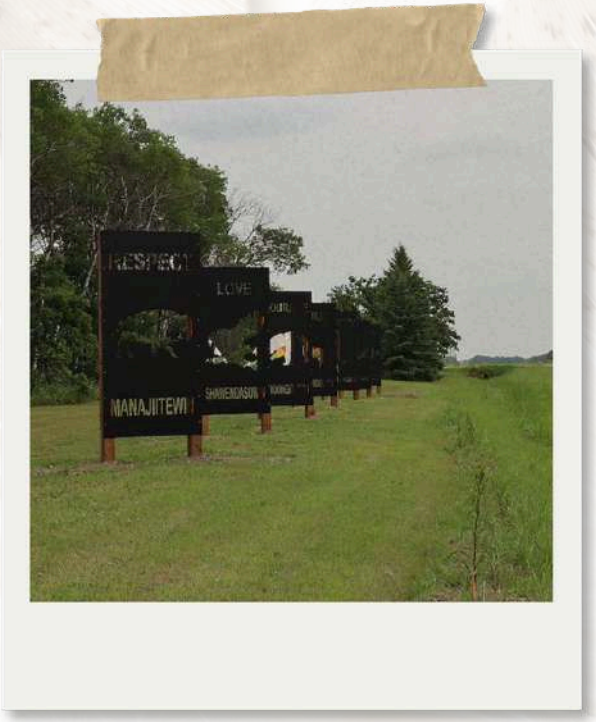
Prevention can happen in many different ways. It can be a parent attending a parenting program, a child participating in a recreational activity, a family receiving food or household supports, an individual accessing addiction treatment, or a community member participating in a cultural ceremony or traditional teaching. While these services may appear different from one another, they all contribute to the same larger purpose: strengthening individuals, supporting families, and creating a healthier community that prioritizes prevention, early intervention, and the use of all available options and resources before considering apprehension whenever possible.

Our work also reflects the understanding that families may experience several challenges at the same time. Housing concerns, poverty, food insecurity, mental health, addictions, parenting difficulties, family conflict, and disconnection from culture can all affect family well-being. Prevention services provide an opportunity to address these challenges in a holistic way rather than focusing on a single issue. By offering support early and connecting families with appropriate resources, we can help reduce the likelihood that challenges will escalate into situations requiring more intensive child welfare intervention.

Moving forward, the Prevention Unit remains committed to building stronger relationships with families, community partners, Elders, Knowledge Keepers, and other service providers. Continued collaboration is essential to creating a coordinated system of support where families know where to turn when they need assistance. We also recognize that prevention is an ongoing process and that meaningful change takes time, consistency, trust, and community involvement.

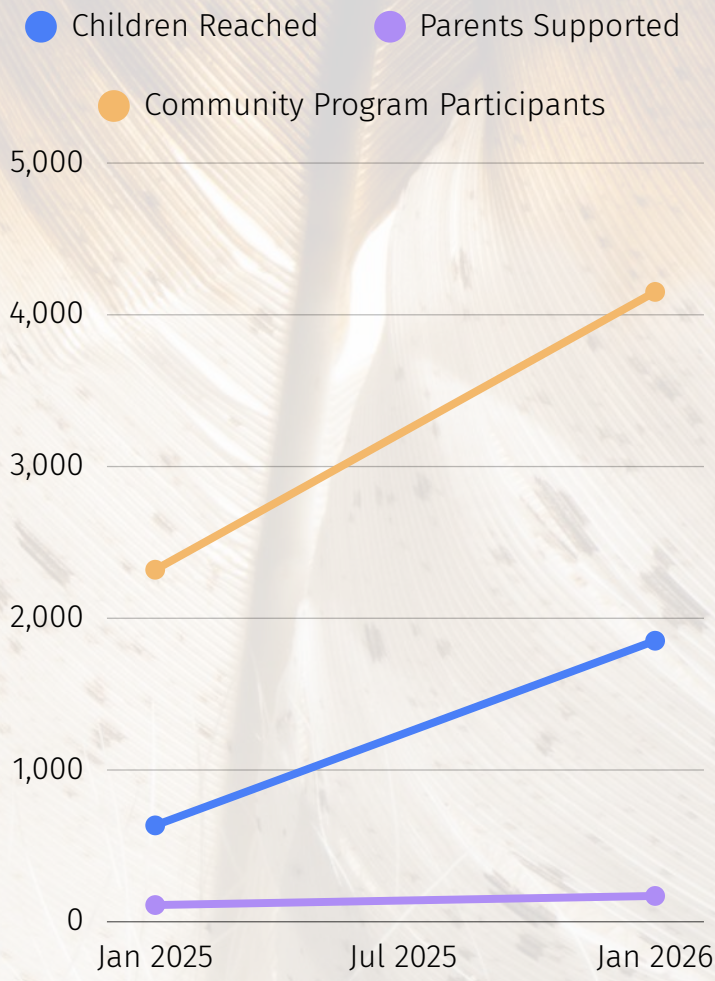
As Sandy Bay Child and Family Services continues to strengthen its prevention-focused approach, our priority remains clear: to support families before they reach a crisis, provide the resources and services they need, and keep children safely connected to their families, culture, and community whenever possible. Through prevention, early intervention, cultural programming, and family-focused supports, we are working toward a future where families feel empowered to seek help, children are given opportunities to thrive, and our community is strengthened as a whole.

The 2025–2026 fiscal year provided another opportunity to build on the foundation that has already been established. We are proud of the work accomplished by the Prevention and Cultural Unit and grateful to the families, children, youth, Elders, community members, staff, and partners who continue to participate in and support these initiatives. Together, we will continue working toward healthier families, stronger relationships, cultural connection, and a community where children and families have the support they need to thrive.

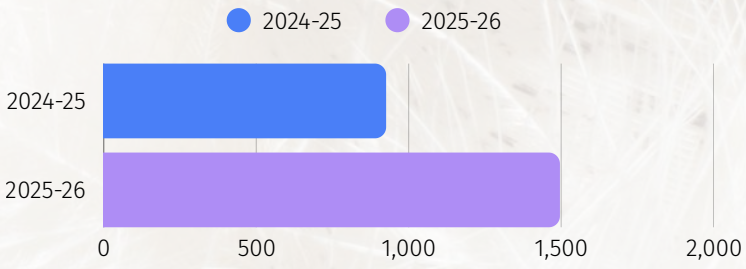


Year Over Year Growth

Prevention & Culture Unit



Preventative/Intervention Supports Accessed



Sandy Bay CFS

Abuse Unit

Taylar Brereton

Abuse Coordinator



It has been another busy year within the Intake, Child Abuse and After-Hours departments of Sandy Bay Child & Family Services Inc. I am pleased to oversee these programs and share our achievements with the community from the 2025/2026 fiscal year. With achievements also brings challenges that we have faced throughout this reporting period. The programs have identified goals within our Strategic Service Plan to help better serve the children and families of Sandy Bay First Nation.

We are happy to share that we have had another successful year of collaborating and working with Toba Centre for Children & Youth. Part of our duties within the Abuse Unit is to support victims and families directly impacted by abuse within our community. Many victims travel to Winnipeg to attend Toba Centre for a forensic interview. Toba Centre is a non-profit Child Advocacy Centre that provides support and resources to victims as they navigate their healing journey after abuse. Sandy Bay CFS Abuse Unit works closely with Toba Centre and attends with the children when they go for their interviews. When children visit Toba Centre, they visit what is called the “Toy Vault”. Children are welcome to choose a toy or comfort item to alleviate the worries and stress that resharing their trauma may bring up.

During the Christmas season, the Abuse Unit collected donations from local businesses and departments to help fill Toba Centre’s Toy Vault. Through this collaboration, the Abuse Unit was able to donate over 300 toys to Toba Centre. The unit extends a special thank you to Sandy Bay Health Centre, Sandy Bay Education Department, Houle’s Towing, No Mucking Around Inc., Prairie Entertainer Coaches, & Chris Van – Financial Solutions Inc. for their collaboration on this meaningful project.

The unit has also organized several Community Crisis Meetings where collaterals come together to discuss issues within the community, and how each organization can do their part to reduce the harm caused to community members. Topics of discussion include the drug crisis, housing issues, judicial issues and community prevention strategies.



Another success this year was the implementation of a newly created interview tool that reflects a culturally appropriate approach to speaking with children. This diagram is a visual approach for children to express their experiences:

- Owl: worries at home
- Raven: good things at home
- Eagle: dreams, prayers, and what they want for their future

The eagle serves as a messenger to the Creator, carrying prayers upward.



The Abuse/Intake Unit also appreciates the strong working relationships with community collaterals, namely Manitoba First Nations Police Service (MFNPS). MFNPS provides the unit with support when responding to high-risk calls/reports and works together through complex child welfare and child abuse investigations. The Abuse/Intake Unit also works closely with Victim Services to support victims through the criminal and court process.

Capacity building has been a priority through this reporting period. During the 2025/2026 fiscal year, the Abuse/Intake Unit has participated in several cultural programs.

It is the goal of the unit to be culturally competent and respectful as to better serve the community. The unit has also added one new Full Time Abuse/Intake Investigator, which brings the team to:

- 1 Child Abuse Coordinator
- 3 Intake/Abuse Investigators
- 1 Child Abuse Administrator

The unit also handles countless courtesy service requests for sister agencies which may include, but are not limited to, face to face contact, interviewing children or alleged offenders, or serving court documents. The unit also assists the ongoing services team with fielding or apprehensions when necessary.

Sandy Bay Child & Family Services has an After-Hours program for emergencies that occur outside of regular working hours. Each week there is a Primary Worker and Supervisor assigned to cover emergencies. The rotation consists of mandated workers & supervisors from within the Agency. During this reporting period, the Agency received 190 after-hours calls that required follow-up.

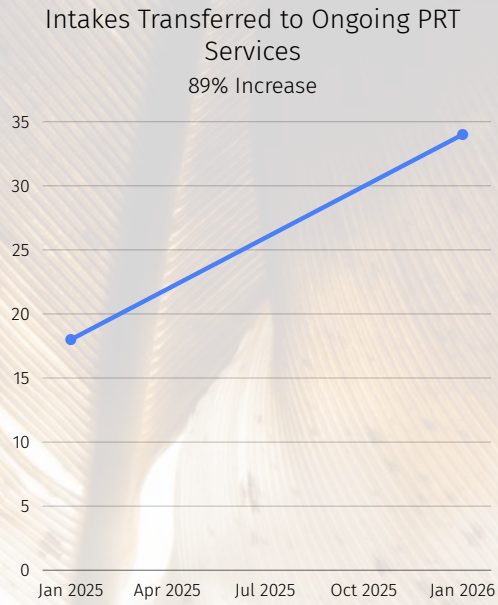
The Intake, Abuse and After-Hours departments look forward to the upcoming fiscal year where new goals will be set and better strategies being implemented to work with children and families. During the upcoming fiscal year, we look forward to collaborating with community resources to focus on human trafficking and exploitation prevention in the community. While this work is not easy, we strive every day to build strong relationships and trust with the community members that we work alongside and with.

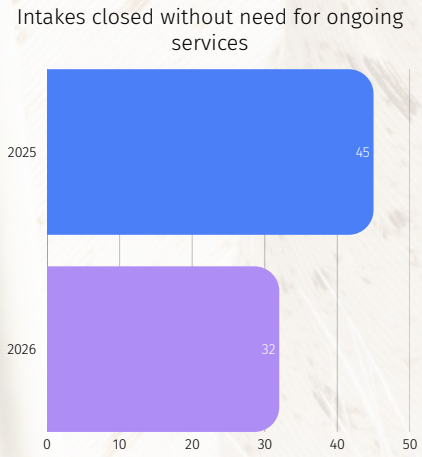
Taylar Brereton

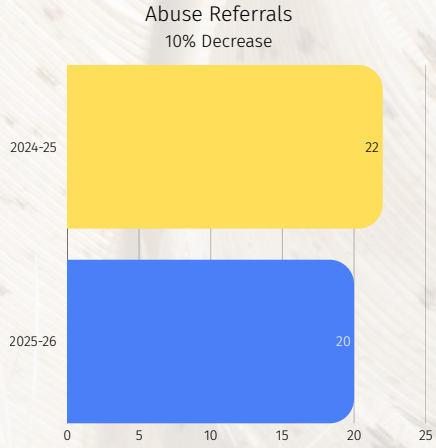
Abuse Coordinator









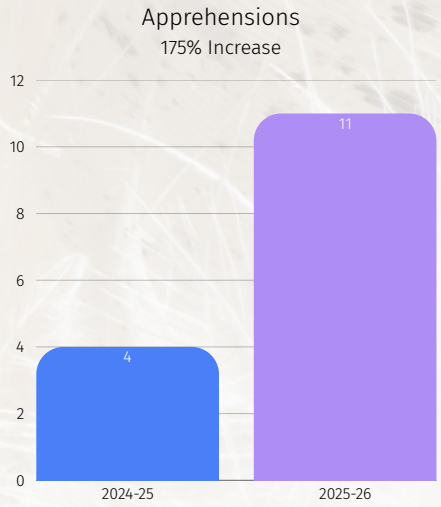


Voluntary Care Agreement: 1



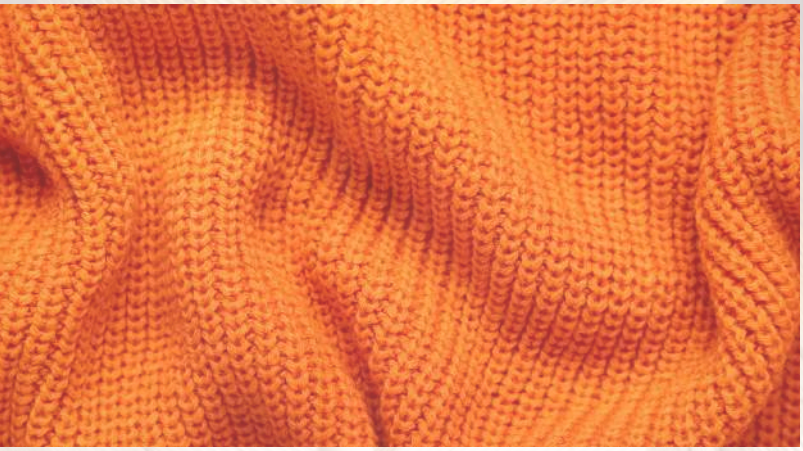
Current open intakes w/ ongoing assessment/involvement: 13





Sandy Bay CFS

Finance Unit



Introduction

The SBCFS Finance Department is responsible for reporting on how the Agency allocated the financial resources received, both to the community it serves and the federal and provincial funding sources. The Agency receives funding from Indigenous Services Canada (ISC) and Southern First Nations Network of Care (SFNNC).

The SBCFS Finance Department's head office is in trailer 55 in Sandy Bay Ojibway First Nation (SBOFN). The Finance Department consists of seven staff members, Chief Financial Officer, Director of Finance, Comptroller, Finance Officer, Finance Clerk and two Maintenance Clerks. The Finance Department has hired a Finance Clerk on a contract basis.

Reporting Requirement Compliance

The Agency is up to date on its annual reporting requirements, as confirmed by the 2025 - 2026 audit.

The Agency is in the initial phase of implementing the Sage 300 Job Costing Module (PJC) for maintenance transaction processing currently conducted in a stand-alone program. The module will process maintenance payments to vendors and also produce the billing templates for both Federal and Provincial Reporting.

The following benefits are desired:

- Improved maintenance cost tracking
- Automation of payment loads and funder billing generation
- Reduce manual effort and duplication.

The go-live phase of the project is expected closer to the end of the fiscal period 2026 - 2027.

Streamlining of cheque requisitions for improved account coding, include drop down menus, auto populate dates and GST calculations which will eliminate miscalculations of GST for rebate claim purposes.

Redesign travel claims for improved account coding, auto populate dates and GST calculations which will eliminate miscalculations of GST for rebate claim purposes.

Streamlining of internal financial processes such as Visa reconciliations, operational costs for new properties, and funding reporting requirements is on-going.

The Agency switch to Payworks in 2023 for payroll processing. The switch to an external payroll service ensures source deductions are remitted on a timely basis, decreasing the chances of penalties. Another change to payroll processing was the account restructure of Salaries and Benefits. These expenses are coded to departments according to funding rather than by position.

To the Board of Sandy Bay Child & Family Services Inc.:

Opinion

We have audited the financial statements of Sandy Bay Child & Family Services Inc. (the "Organization"), which comprise the statement of financial position as at March 31, 2026, and the statements of operations, 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 the Organization as at March 31, 2026, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

Our audit was conducted for the purpose of forming an opinion on the financial statements taken as a whole. The information presented in the supplemental schedules (schedules 1 to 14) is presented for the purpose of additional analysis and is not a required part of the basic financial statements. Such supplemental information has been subjected only to auditing procedures applied in the audit of the basic financial statements, taken as a whole, and therefore should not be considered audited schedules.

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 the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization'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 the Organization to cease to continue as a going concern.
- 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.

Portage la Prairie, Manitoba

November 1, 2026

MNP LLP

Chartered Professional Accountants

Make a Note



Sandy Bay Child and Family Services

Contact Information

By Office Location

Sandy Bay Main Offce

Box 105
Marius, MB R0H 0T0
Phone: 204-843-2687
Toll Free: 1-866-235-6968
Fax: 204-843-2696
E-Mail: inquiries@sbcfs.org



Winnipeg

1037 Erin Street
Winnipeg, MB R3G 2X1
Phone: 204-336-3440
Toll Free: 1-888-336-3440
Fax: 204-336-3444



Emergency After-Hours Telephone Numbers

ANCR Emergency (Winnipeg): 204-944-4200
SBCFS On Reserve After Hours: 204-856-3942
CFS of Central Manitoba (Portage): 1-888-339-3576
CFS of Western Manitoba (Brandon): 1-800-483-8980

Sandy Bay Child and Family Services

Contact Information

By Office Location

Portage La Prairie

2465 Saskatchewan Avenue West
Portage la Prairie, MB R1N 4A6
Phone: 204-856-2030
Fax: 204-856-2039



Brandon

1725 - Unit B 18th Street North
Brandon, MB R7C 1A6
Phone: 204-581-1232
Fax: 204-717-0566



Emergency After-Hours Telephone Numbers

ANCR Emergency (Winnipeg): 204-944-4200
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SANDY BAY OJIBWAY FIRST NATION
CHILD & FAMILY SERVICES