

# Mnasaaged Child and Family Services

*Annual Report*



2024 - 2025



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**Mnaasged Child and Family Services**

311 Jubilee Rd

Muncey, ON, N0L 1Y0

**Annual General Assembly**  
**Eelūnaapéewi Lakhéewiit**  
**November 28, 2025, at 9:00 am**

1. Opening
2. Call to Order
  - Introduction of Chairperson, TBD
3. Welcoming Remarks: President, Vince George, Kettle & Stony Point First Nation
4. Review and Approval of Agenda: Melissa Patriquin, Executive Director
5. Confirmation of Directors and Members: Lynn Barratt, Governance Executive Assistant
6. Presentation of the 2024-2025 Auditor's Report, Financial Statements and Management Letter
  - Scott McKay, BDO Canada
7. Minutes of 2024 AGA – November 28, 2024: Melissa Patriquin, Executive Director
8. Message from Mnaasged's Elder's Council
9. Presentation of the Executive Director's Report: Melissa Patriquin, Executive Director
10. Appointment of the Auditor: Melissa Patriquin, Executive Director
11. Other Business and adjournment.

We are people who matter.  
 Yes, it's true.

Now let's show the world what people who matter can do.

~Wab Kinew

P: 519-289-1117 | [Mnaasged.ca](http://Mnaasged.ca)

Aamjiwnaang First Nation | Caldwell First Nation | Eelūnaapéewii Lakhéewiit  
 Kettle and Stony Point First Nation | Munsee-Delaware First Nation | Oneida Nation of the Thames





**Mnaasged Child and Family Services**  
**Annual General Assembly**  
**275 Jubilee Road, Muncey, Ontario**  
**Thursday, November 28, 2024.**  
**9:00 a.m.**



- Attendance:
- Vince George, Kettle & Stony Point First Nation
  - Stan Cloud, Kettle & Stony Point First Nation
  - David Cloud, Kettle & Stony Point First Nation
  - June Simon, Aamjiwnaang First Nation
  - James Ken Plain, Aamjiwnaang First Nation
  - Lesley Snake, Eelūnaapéewi Lahkéewiit (zoom 9:05 am)
  - Chief Justin Logan, Eelūnaapéewi Lahkéewiit (zoom 10:00/noon)
  - Jody Noah, Eelūnaapéewi Lahkéewiit
  - Randall Phillips - Oneida Nation of the Thames
  - Chanda Kennedy, Oneida Nation of the Thames (zoom 9:05 am)
  - Deborah Hill, Oneida Nation of the Thames (zoom 9:00 am)
  - Louise Hillier, Caldwell First Nation
  - Jo-D Simpson, Caldwell First Nation (zoom 9:30/noon)
  - Ross Albert, Munsee-Delaware Nation
  - Mary Duckworth, Caldwell First Nation
- Regrets:
- Chief Nikki van Oirschot, Caldwell First Nation
  - Amber Logan, Munsee-Delaware Nation
- Elders:
- Martha Albert, COTTFN
- Special Guest:
- Mike George, Chairperson, Kettle & Stony Point First Nation
  - Scott McKay, BDO
- Staff:
- Melissa Patriquin, Executive Director
  - Lynn Barratt, Governance Executive Assistant
  - Chantel Doxtator, IK Coordinator
  - Pat Lake, Consultant
  - Veronica Summers, Finance
  - Darryl DeRoches, Regional Service Manager - East
  - Suzanne Riley, Jordan's Principle Navigator
  - Carol Antone, HR Developer (zoom)
  - Clint Hill, IT

Opening of the Sacred Bundle  
Chantel Doxtator & Primo Whiteeye

Opening prayer – Chantel Doxtator

**Call to Order at 9:34 am**

Introduction of Chairperson, Michael George, Kettle & Stony Point First Nation

**Motion 1 -** Moved by: Stan Cloud, Kettle & Stony Point First Nation  
Seconded by: June Simon, Aamjiwnaang First Nation

**Move to open the Annual General Assembly today at 9:34 am**

Carried

**Welcome Remarks** – Vince George, Kettle & Stony Point First Nation

**Review and approval of Agenda**

Reviewed by ED

Noted change – Other Business at the end

**Motion 2 -** Moved by: Randall Phillips, Oneida Nation of the Thames  
Seconded by: David Cloud, Kettle & Stony Point First Nation

**Move to approve today's Agenda as presented with noted changes.**

Carried

**Declaration of Conflict**

None declared.

**Confirmation of Voting Members and Delegates**

Read by Lynn Barratt, Governance Executive Assistant

**Motion 3 -** Moved by: James Ken Plain, Aamjiwnaang First Nation  
Seconded by: Ross Albert, Munsee-Delaware Nation

**Move to acknowledge our voting delegates today, we have quorum at 9:40am**

Carried

**AGA Minutes from November 22, 2023.**

Executive Director read out the motions from last AGA

**Motion 4 -** Moved by: June Simon, Aamjiwnaang First Nation  
 Seconded by: Stan Cloud, Kettle & Stony Point First Nation

**Move to accept the minutes of November 22, 2023.**

Carried

**Bylaw Change – 7.02 Proxyholder (page 9)**

Discussion – Should alternates come to meetings, if both attend only one can vote, it is the responsibility of the BOD Member to inform the Alternate.

Once Alternates complete the BOD forms they will have the same information as the Board Members. By-Law was approved by the Board in July 2024, letters were emailed to Chiefs with request, to date we have received 3 from the Nations and we are waiting on 3 Nations.

**Motion 5 -** Moved by: Louise Hillier, Caldwell First Nation  
 Seconded by: Vince George, Kettle & Stony Point First Nation

**Move to approve the By-Law change adding section 7.02 Proxyholder.**

Carried

**Financial Statements for March 31, 2024.**

Auditor Scott McKay – BDO Canada

**Motion 6 -** Moved by: Louise Hillier, Caldwell First Nation  
 Seconded by: James Ken Plain, Aamjiwnaang First Nation

**Move to accept the Financial Audited statements for March 31, 2024.**

Carried

**Break – 10:30-10:45**

Follow up question: what does schedule 5 refer to?

The Ted and Loretta Fund – brief explanation of the program

**Executive Director's Report (Power point presentation)**

Mnaasged Board of Directors

Mnaasged Jurisdiction

Designation Process and Timeline

MCFS Funding

ISC Funding

Goals for 2025

**Motion 7 -** Moved by: June Simon, Aamjiwnaang First Nation  
 Seconded by: Stan Cloud, Kettle & Stony Point First Nation

**Move to accept the Executive Director's report as presented.**

Carried

Request -> Board Members and Delegates would like a copy of the Power Point presentation, will be emailed by the end of day (November 28, 2024.)

**Appointment of the Auditor for 2024-25 fiscal year.**

Recommend that we continue to use BDO for continuity.

Discussion regarding the policy for appointment of the Auditor.

**Motion 8 -** Move by: Stan Cloud, Kettle & Stony Point First Nation  
 Seconded by: Randall Phillips, Oneida Nation of the Thames

**Move to appoint BDO Canada (Scott McKay) as our Auditor for the 2024/25 fiscal year.**

Carried

**Other Business**

Concern with rumors that may go to Ministry, not brought up during AGA therefore will follow through in a different avenue.

Closing remarks by the Executive Director.

**Adjournment**

Consensus to adjourn at 12:20 pm

**Motion 9 – Move to adjourn by consensus at 12:20pm.**



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BDO Canada LLP  
 633 Colborne Street, Suite 230  
 London, Ontario  
 N6B 2V3

August 29, 2025

Mnaasged Child and Family Services  
 311 Jubilee Road  
 Muncey, Ontario N0L 1Y0

Dear Mrs. Patriquin

During the course of our audit of the financial statements of Mnaasged Child and Family Services for the year ended March 31, 2025, we identified a matter which may be of interest to management. The objective of an audit is to obtain reasonable assurance whether the financial statements are free of any material misstatement and it is not designed to identify matters that may be of interest to management in discharging its responsibilities. Accordingly an audit would not usually identify all such matters.

The responsibility for producing financial statements and ensuring adequate internal controls and sound business practices is the responsibility of the Board of Directors through management and is a part of management's overall responsibility for the ongoing activities of the organization. Policies and procedures developed by the organization to safeguard its assets and to provide reasonable assurance that errors and irregularities or illegal acts are promptly identified, must be properly monitored to ensure that all staff are complying with the guidelines provided. Where we determined, from our testing, that there exists a need for improvement in existing systems of internal control or if we detected that the organization's staff are not complying with the critical accounting policies and procedures provided by management, we increased our year-end testing of account balances to ensure that audit risk was kept to an appropriately low level.

The comments and concerns expressed herein did not have a material effect on the organization's financial statements and, as such, our opinion thereon was without qualification.

The matter we have identified is discussed in Appendix 1.

This communication is prepared solely for the information of management and is not intended for any other purposes. We accept no responsibility to a third party who uses this communication.

We shall be pleased to discuss with you further any matters mentioned in this report at your convenience.

Yours truly,

P. Scott McKay, CPA, CA  
 Partner through a corporation  
 BDO Canada LLP  
 Chartered Professional Accountants, Licensed Public Accountants



## *Appendix 1*

### *Collection timing of Accounts Receivables*

During the audit it was noted that the majority of the accounts receivable relate to one funder. As of the date of the financial statements, none of the balances receivable from this funder have been paid.

This increases the risk that the organization may not have the cash flow expected to cover other program expenses if a portion of these funds are not ultimately collected.

We recommend that management consider delaying spending deferred revenue funds until the collection of these balances has been resolved.

Mnaasged Child and Family Services  
Financial Statements  
For the Year Ended March 31, 2025

Mnaasged Child and Family Services  
Financial Statements  
For the Year Ended March 31, 2025

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## Independent Auditor's Report

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To the members of Mnaasged Child and Family Services

**Opinion**

We have audited the financial statements of Mnaasged Child and Family Services (the "Organization"), which comprise the statement of financial position as at March 31, 2025, the statements of revenue and expenses, 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, 2025, and its financial performance and cash flows for the year then ended in accordance with the financial reporting provisions prescribed by the Ministry of Children, Community and Social Services as described in Note 1.

**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.

**Emphasis of Matter - Basis of Accounting**

Without modifying our opinion, we draw attention to Note 1 to the financial statements which describes the basis of accounting. The financial statements are prepared to assist the Organization to comply with the financial reporting requirements of the Ministry of Children, Community and Social Services. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

**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 the financial reporting provisions prescribed by the Ministry of Children, Community and Social Services, 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.

Chartered Professional Accountants, Licensed Public Accountants

London, Ontario  
August 29, 2025

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**Mnaasged Child and Family Services  
Statement of Financial Position**

March 31	2025	2024
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**Assets**

Current		
Cash	\$ 2,025,397	\$ 211,660
Accounts receivable	654,306	1,092,286
Prepaid expenses	14,547	20,547
	<b>\$ 2,694,250</b>	<b>\$ 1,324,493</b>

**Liabilities and Net Assets**

Current		
Accounts payable and accrued liabilities (Note 2)	\$ 1,273,143	\$ 163,961
Repayable to funder (Note 3)	191,459	7,522
Deferred revenue (Note 4)	877,682	802,846
	<b>2,342,284</b>	<b>974,329</b>
Net Assets		
Net Assets restricted for building	76,778	74,976
Unrestricted	275,188	275,188
	<b>351,966</b>	<b>350,164</b>
	<b>\$ 2,694,250</b>	<b>\$ 1,324,493</b>

On behalf of the Board:

_____	Director
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_____	Director
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**Mnasaaged Child and Family Services  
Statement of Changes in Net Assets**

<u>For the year ended March 31</u>	<u>Building (Note 5)</u>	<u>Unrestricted</u>	<u>2025 Total</u>	<u>2024 Total</u>
Balance, beginning of the year	\$ 74,976	\$ 275,188	\$ 350,164	\$ 348,206
Excess of revenues over expenses	1,802	-	1,802	1,958
<b>Balance, end of the year</b>	<b>\$ 76,778</b>	<b>\$ 275,188</b>	<b>\$ 351,966</b>	<b>\$ 350,164</b>

## Mnaasged Child and Family Services Statement of Revenue and Expenses

For the year ended March 31	2025 Budget (unaudited)	2025 Total	2024 Total
<b>Revenue</b>			
Ministry of Children, Community and Social Services	\$ 948,000	\$ 977,523	\$ 948,000
Miscellaneous and Fundraising (Note 6)	64,211	68,083	66,169
Childrens Aid Foundation of Canada	34,924	18,848	16,076
Indigenous Services Canada	3,916,121	2,655,020	3,553,063
United Way Elgin Middlesex	158,607	117,478	18,657
Other Funding	18,080	-	18,080
	<hr/>	<hr/>	<hr/>
	5,139,943	3,836,952	4,620,045
 <b>Expenses</b>			
Fundraising (Schedule 1)	18,047	9,900	18,047
Capacity development (Schedule 2)	1,048,973	957,280	1,019,858
Youth in transition worker (Schedule 3)	76,620	76,620	75,000
United Way Elgin Middlesex (Schedule 4)	117,478	117,478	18,657
Children's Aid Foundation of Canada (Schedule 5)	18,848	18,848	16,076
Canadian Human Rights Tribunal - (Schedule 6)	538,813	2,561,210	3,321,551
Prevention and administration (Schedule 7)	-	93,814	130,818
Other Costs (Schedule 8)	18,080	-	18,080
	<hr/>	<hr/>	<hr/>
	1,836,859	3,835,150	4,618,087
<b>Excess of revenues over expenses</b>	<b>\$ 3,303,084</b>	<b>\$ 1,802</b>	<b>\$ 1,958</b>

The accompanying notes are an integral part of these financial statements.

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## Mnaasged Child and Family Services Statement of Cash Flows

For the year ended March 31	2025	2024
<b>Cash flows from operating activities</b>		
Excess of revenues over expenses	<u>\$ 1,802</u>	<u>\$ 1,958</u>
<b>Changes in non-cash working capital:</b>		
Accounts receivable	437,980	(239,933)
Prepaid expenses	6,000	(680)
Accounts payable and accrued liabilities	1,293,119	(264,692)
Deferred contributions	<u>74,836</u>	<u>(195,447)</u>
	<u>1,813,737</u>	<u>(698,794)</u>
<b>Net increase (decrease) in cash</b>	<b>1,813,737</b>	<b>(698,794)</b>
<b>Cash, beginning of the year</b>	<b><u>211,660</u></b>	<b><u>910,454</u></b>
<b>Cash, end of the year</b>	<b><u>\$ 2,025,397</u></b>	<b><u>\$ 211,660</u></b>

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## Mnaasged Child and Family Services Notes to Financial Statements

March 31, 2025

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### 1. Significant Accounting Policies

Statutes of Incorporation and Nature of Activities	Mnaasged Child and Family Services (the "Organization") is a registered charity, incorporated without share capital under the laws of Ontario and is engaged in the operation of child and family services for Aboriginal communities in Southwestern Ontario.  The Organization has been granted tax exempt status as a registered charity and is classified as a charitable organization under Sections 149 and 149.1 of the Income Tax Act, Canada. The Organization is in compliance with its disbursement quota requirement as set by the Canada Revenue Agency.
Basis of Accounting	These financial statements have been prepared in accordance with the significant accounting policies set out below to comply with the reporting requirements of the Ministry of Children, Community and Social Services. The Organization's underlying financial reporting framework is Accounting Standards for Not-For-Profit Organizations (ASNPO). The basis of accounting used in these financial statements materially differs from ASNPO because termination and unused vacation benefits are not recorded as a liability of the organization but rather expensed as incurred. Capital assets are also expensed as incurred.
Revenue Recognition	The Organization follows the deferral method of accounting for contributions, which include donations and government funding.  Revenue is recognized as it becomes receivable under the terms of applicable funding agreements and when collection is reasonably assured.
Internally Restricted	The internally restricted fund reports the designated assets, as established by the Board, which require a Board motion to release any portion of these funds for expenditure.
Management Estimates	The preparation of financial statements in accordance with the reporting requirements of the Ministry of Children, Community and Social Services requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expense during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported as revenue or expense in the period in which they became known.

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## Mnaasged Child and Family Services Notes to Financial Statements

March 31, 2025

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### 1. Significant Accounting Policies (continued)

Contributed Services	Volunteers contribute many hours per year to assist the Organization in carrying out its activities. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.
Budget Numbers	The budget numbers have been prepared by management and are not audited.
Pension Plan	The Organization provides a defined contribution pension plan for its employees. The pension costs are charged to operations as contributions are due. Contributions are a defined amount based on a set percentage of salary.
Deferred Revenue	Certain revenues have been deferred as they relate to expenses of future accounting periods.

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## Mnaasged Child and Family Services Notes to Financial Statements

March 31, 2025

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2. Accounts Payable

	2025	2024
Trade payables	\$ 49,331	\$ 84,409
Accrued liabilities	21,607	14,438
Accrued payroll	76,671	65,114
Due to Aamjiwnaang First Nation	208,974	-
Due to Eelunaapéewi Lakhéewiit Nation	127,423	-
Due to Kettle & Stony Point First Nation	297,109	-
Due to Munsee-Delaware Nation	15,253	-
Due to Oneida Nation of the Thames	476,775	-
	<hr/>	<hr/>
	\$ 1,273,143	\$ 163,961
	<hr/>	<hr/>

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3. Repayable to Funder

	2025	2024
Ministry of Health	\$ 15,844	\$ 7,522
First Nations Confederacy of Cultural Education	115,258	-
Indigenous Services Canada	60,357	-
	<hr/>	<hr/>
	\$ 70,745	\$ 7,522
	<hr/>	<hr/>

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4. Deferred Revenue

	2025	2024
Canadian Human Rights Tribunal	\$ -	\$ 301,545
Indigenous Services Canada	633,631	200,978
Other	25,415	285,956
Jordan's Principle	218,636	1,152
Post Majority Care	-	13,215
	<hr/>	<hr/>
Ending balance	\$ 877,682	\$ 802,846
	<hr/>	<hr/>

Indigenous Services Canada deferred revenue and revenue in Schedule 6 includes funding for Operations, Remoteness, Prevention/Least Disruptive Measures, Prevention Services Training, Food Security, IT Equipment and Jordan's Principle.

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## Mnaasged Child and Family Services Notes to Financial Statements

March 31, 2025

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### 5. Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, equities traded in an active market and derivatives are reported at fair value, with any change in fair value reported in income. All other financial instruments are reported at cost or amortized cost less impairments, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset may be impaired. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed for those items remeasured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost.

Carrying amounts are equal to cost or amortized cost for all financial assets and financial liabilities in the year.

The Organization has a comprehensive risk management framework to monitor, evaluate and manage the principal risks assumed with financial instruments. The risks that arise from transacting financial instruments include credit risk and liquidity risk.

#### Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization is exposed to credit risk arising from its accounts receivable. The majority of the Organization's receivables are from government sources and the Organization works to ensure they meet all eligibility criteria in order to qualify to receive the funding.

#### Liquidity risk

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they fall due. The Organization has a planning and budgeting process in place to help determine the funds required to support the Organization's normal operating requirements on an ongoing basis. The Organization ensures that there are sufficient funds to meet its short-term requirements, taking into account its anticipated cash flows from operations and its holdings of cash and cash equivalents. Risks have not changed from prior year.

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### 6. Contingent Liability

The Organization has been named defendant in a legal action by a former employee. The outcome and the amount of loss, if any, is not determinable at this time and accordingly, no provision for a loss has been made in the financial statements. Subsequent to year-end, the Organization has been named defendant in a legal action by a former employee. The outcome and the amount of loss, if any, is not determinable at this time and accordingly, no provision for a loss has been made in the financial statements.

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## Mnaasged Child and Family Services Notes to Financial Statements

March 31, 2025

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### 7. Internally Restricted Fund

During the year, the Board of Directors internally restricted \$NIL (2024 - \$NIL) for the future purchase of a building.

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### 8. Miscellaneous Revenue

	2025	2024
Bank interest	\$ 56,394	\$ 46,164
Fundraising	9,900	18,047
Interest revenue - building fund	1,789	1,958
	<hr/>	<hr/>
	\$ 68,083	\$ 66,169
	<hr/>	<hr/>

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### 9. Pension Plans

The Organization contributes to a defined contribution pension plan for the benefit of the Organization's employees. The expense for the year was \$64,878 (2024 - \$72,214).

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### 10. Commitments

The Organization has four rental arrangements, the longest of which is until December 2028. One of the properties has an option to end the lease with 90 days notice. Subsequent to year-end, the lease for 275 Jubilee Road was ended effective June 30, 2025 as well as the leases for 9111 West Ipperwash Road Units 2, 3 & 4.

Future expected minimum payments under these agreements are as follows:

2026	148,620
2027	61,600
2028	-
2029	-
	<hr/>
	\$ 210,220

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### 11. Economic Dependence

The Organization received 95% of its total revenue for the year ended March 31, 2025 (2024 - 98%) from the Ministry of Children, Community and Social Services and Indigenous Services Canada. Without this support, the organization would not be able to continue as a going concern.

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## Mnaged Child and Family Services Notes to Financial Statements

March 31, 2025

## 12. Additional Information

The Organization's positions and salary ranges are as follows:

<u>Position (number of employees)</u>	<u>Salary Range</u>
Manager (4)	\$80,000 - \$170,000
Service Workers (13)	\$40,000 - \$90,000
Administration (8)	\$40,000 - \$100,000

### 13. Classification of Expenses by Object (Type of Expense)

The statement of revenue and expenses presents the expenses by function. The following classifies the same expenses by object.

	2025	2024
Administration	\$ 128,953	\$ 109,357
Advertising and promotion	6,209	37,534
Bank charges	1,912	4,581
Board, consultation and meetings	15,328	35,083
Communications	46,089	42,499
Insurance	83,154	91,699
Maintenance and property improvement	26,794	287,073
Memberships	90,692	91,042
Office expenses	83,526	90,317
Professional fees	309,976	346,456
Program fees	931,274	943,397
Rental	359,443	239,432
Salaries and benefits	1,659,463	2,058,042
Telephone	864	12,072
Training	13,290	55,616
Travel expenses	19,397	84,338
Utilities	57,045	54,451
Vehicle	1,741	35,098
	<hr/>	<hr/>
	\$ 3,835,150	\$ 4,618,087

#### 14. Subsequent Event

Subsequent to year-end, a large reduction in workforce occurred due to reduced funding. The Organization is continuing its operations but with a smaller workforce.

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**Mnaasged Child and Family Services  
Fundraising (Schedule 1)**

For the year ended March 31	2025 Budget (unaudited)	2025	2024
REVENUE			
Fundraising	\$ -	\$ 9,900	\$ 18,047
EXPENSES			
Program costs	- -	9,900	18,047
Excess (deficiency) of revenue over expenses	\$ -	\$ -	\$ -

## Mnasaed Child and Family Services Capacity Development (Schedule 2)

For the year ended March 31	2025 Budget (unaudited)	2025	2024
<b>REVENUE</b>			
Ministry Children, Community and Social Services	\$ 893,570	\$ 893,570	\$ 873,000
CHRT Funding-CPA Professional Services	32,500	-	-
Interest	50,000	56,394	46,164
Admin	67,275	7,333	100,694
	<b>1,043,345</b>	<b>957,297</b>	<b>1,019,858</b>
<b>EXPENSES</b>			
Advertising and promotion	1,200	1,200	8,004
Bank charges	1,700	1,912	4,581
Board - training, meetings, annual general assembly	3,800	7,939	11,552
Building occupancy and maintenance	108,169	107,789	115,284
Communications and audit	27,285	28,127	40,527
Community engagement sessions	224	224	4,953
Consultants	30,000	32,035	-
Vehicle fuel and maintenance	4,100	1,741	5,469
IT professional contract out services - supplies, equipment and computers	26,710	2,922	23,863
Insurance	56,952	13,586	73,054
Legal fees	25,000	22,064	37,004
Miscellaneous	485	485	874
OACAS Membership	250	650	1,000
Office equipment and furniture	290	290	386
Office supplies	16,500	14,668	20,578
Team meetings, Elders council	7,500	7,389	6,724
Telephone	35,000	12,327	16,972
Training - staff	13,000	12,340	20,832
Travel	12,000	10,116	12,899
Utilities	4,351	4,370	5,941
Wages, benefits and admin	674,457	675,106	609,361
	<b>1,048,973</b>	<b>957,280</b>	<b>1,019,858</b>
Excess (deficiency) of revenue over expenses	<b>\$ (5,628)</b>	<b>\$ 17</b>	<b>\$ -</b>

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**Mnaasged Child and Family Services  
Youth in Transition Worker (Schedule 3)**

For the year ended March 31	2025 Budget (unaudited)	2025	2024
<b>REVENUE</b>			
Ministry Children, Community and Social Services	\$ 76,620	\$ 76,620	\$ 75,000
<b>EXPENSES</b>			
Administration	7,662	7,662	7,500
Program activities	45,323	42,345	8,557
Wages, benefits and admin	23,635	26,613	58,943
	<hr/> 76,620	<hr/> 76,620	<hr/> 75,000
Excess (deficiency) of revenue over expenses	<hr/> \$ -	<hr/> \$ -	<hr/> \$ -

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**Mnaasged Child and Family Services  
United Way Elgin Middlesex (Schedule 4)**

For the year ended March 31	2025 Budget (unaudited)	2025	2024
<b>REVENUE</b>			
United Way Elgin Middlesex - Red Path	<u>\$ 117,478</u>	<u>\$ 117,478</u>	<u>\$ 18,657</u>
<b>EXPENSES</b>			
United Way Elgin Middlesex	<u>117,478</u>	<u>117,478</u>	<u>18,657</u>
Excess (deficiency) of revenue over expenses	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Mnaasged Child and Family Services  
Children's Aid Foundation of Canada (Schedule 5)**

For the year ended March 31	2025 Budget (unaudited)	2025	2024
<b>REVENUE</b>			
Children's Aid Foundation - T&L Rogers	\$ 18,848	\$ 18,848	\$ 16,076
	18,848	18,848	16,076
<b>EXPENSES</b>			
T&L Rogers	<u>18,848</u>	<u>18,848</u>	<u>16,076</u>
	<u>18,848</u>	<u>18,848</u>	<u>16,076</u>
<b>Excess (deficiency) of revenue over expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Mnaasged Child and Family Services  
Canadian Human Rights Tribunal (Schedule 6)**

For the year ended March 31	2025 Budget (unaudited)	2025	2024
<b>REVENUE</b>			
Indigenous Services Canada	\$ -	\$ 1,689,043	\$ 2,539,204
Indigenous Services Canada: Jordan's Principle	538,813	872,167	753,905
Admin - Jordan's Principle	-	-	28,442
	<hr/> 538,813	<hr/> 2,561,210	<hr/> 3,321,551
<b>EXPENSES</b>			
Advertising and promotion	6,000	-	-
Communications	-	11,027	2,936
Community Engagement Sessions	-	-	6,742
Computers & IT equipment	-	43,915	19,557
Consultation	-	224,667	257,503
Elders Council	-	-	17,195
Insurance	7,500	69,569	18,644
Maintenance	-	35,735	264,712
Membership	-	90,042	90,042
Professional fees	-	19,810	1,500
Program Costs	101,333	958,023	1,069,296
Rent	27,024	168,979	139,112
Supplies	7,000	2,175	11,916
Telephone	6,000	6,873	12,072
Training	36,100	2,512	46,933
Travel	23,550	2,512	33,658
Utilities	2,000	52,675	48,510
Wages, benefits and admin	322,306	872,696	1,281,223
	<hr/> 538,813	<hr/> 2,561,210	<hr/> 3,321,551
Excess (deficiency) of revenue over expenses	<hr/> \$ -	<hr/> \$ -	<hr/> \$ -

**Mnaasged Child and Family Services  
Alternative Care (Schedule 7)**

For the year ended March 31	2025 Budget (unaudited)	2025	2024
<b>REVENUE</b>			
Indigenous Services Canada	\$ 93,600	\$ 93,814	\$ 130,818
	<u>93,600</u>	<u>93,814</u>	<u>130,818</u>
<b>EXPENSES</b>			
Central administration			
First Nations			
Advertising and promotion	-	-	958
Travel	-	-	2,067
Prevention			
Administration	-	8,030	-
Wages, benefits and admin	-	85,784	127,397
Training	-	-	396
	<u>-</u>	<u>93,814</u>	<u>130,818</u>
Excess (deficiency) of revenue over expenses	\$ 93,600	\$ -	\$ -
	<u>\$ 93,600</u>	<u>\$ -</u>	<u>\$ -</u>

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**Mnaasged Child and Family Services  
Other Funding (Schedule 8)**

For the year ended March 31	2025 Budget (unaudited)	2025	2024
Interest revenue	\$ -	\$ 1,789	\$ 1,958
Farm Credit	- -	- -	1,784
London Community Foundation	- -	- -	16,296
	<hr/>	<hr/>	<hr/>
	- -	1,789	20,038
	<hr/>	<hr/>	<hr/>
Farm Credit - Program Costs	- -	- -	1,784
London Community Foundation - Program Costs	- -	- -	16,296
	<hr/>	<hr/>	<hr/>
	- -	- -	18,080
	<hr/>	<hr/>	<hr/>
	- -	1,789	1,958
	<hr/>	<hr/>	<hr/>
Excess (deficiency) of revenue over expenses	\$ -	\$ 1,789	\$ 1,958

## A message from the Executive Director

I want to warmly welcome you to our Annual General Meeting. Thank you for taking the time to be here today, whether you are joining us in person or virtually. Your presence reflects the commitment and care we all share for the work we are doing together.

This past year has been one of the most difficult in our organization's history. We have faced significant financial challenges, including a reduction in funding that directly impacted our operations. As a result, we were put in the unfortunate position of having to lay off staff—dedicated and talented people who have contributed greatly to our mission. This was not an easy decision, nor one we took lightly.

After much patience, advocacy, and perseverance, I'm incredibly proud to share that we have officially received our Stage C designation from the Ministry. This milestone marks a turning point for Mnaasged, and it is a testament to the years of hard work, dedication, and community support that brought us here.

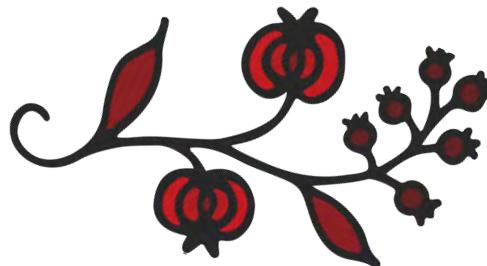
We are now eager to begin the Transition Phase of the designation matrix. This next phase will involve several important steps, including:

- Creating and negotiating a new, increased budget that reflects our growth and the responsibilities ahead.
- Hiring back staff who were laid off, welcoming back valued members of our team whose skills and dedication are vital to our success.
- Building the infrastructure we need to begin recruiting, hiring, and training protection staff, bringing us closer to full designation and to serving our communities in the way we have long envisioned.

While this past year tested our strength, it also revealed our resilience. We have emerged stronger, more united, and ready to move forward with renewed purpose. The road ahead will still demand hard work, but we now walk it with momentum and hope. To our staff, Board, partners, and community—thank you for your patience, support, and faith in our vision. Reaching Stage C is not just an organizational achievement; it is a community victory. Together, we are building a future where our children and families are supported by a truly Indigenous child and family well-being agency.

Yaw^ko, Anushiik, Miigwetch

*Melissa Patruquin*  
Executive Director



# Board President

Dear Members, Partners, and Community,

It is my pleasure to bring greetings on behalf of the Board of Directors at this year's Annual General Meeting. Each AGM gives us the opportunity to pause, reflect, and look forward — and this year, that reflection carries special meaning.

The past year has not been an easy one for Mnaasged. Like many organizations working in the child and family well-being sector, we faced difficult financial realities that tested our resilience and required tough decisions. Through it all, our focus as a Board has remained on stability, accountability, and the long-term vision of becoming a fully designated Indigenous child and family well-being agency.

It is with great pride and gratitude that we can now say that vision is becoming reality. Mnaasged has officially received its Stage C designation from the Ministry, marking a major step forward on our path to full designation. This achievement reflects the persistence and determination of our leadership team, staff, and community, who never lost sight of our purpose even in challenging times.

With Stage C achieved, Mnaasged now moves into the Transition Phase — an exciting period of growth and renewal. This next stage will see the development of a new, expanded budget; the return of valued staff who were laid off; and the building of the infrastructure needed to begin recruiting, hiring, and training protection staff. These steps bring us closer to realizing the goal our communities have worked toward for so long: delivering services for our children and families in a way that reflects our own values, culture, and self-determination.

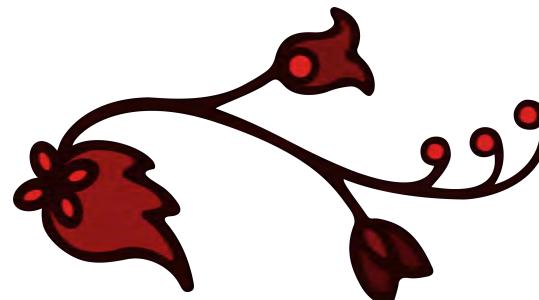
The Board extends our heartfelt appreciation to the leadership team for their steadfast commitment, to our staff for their continued dedication, and to our community and partners for their unwavering support. Each of you has played an essential role in helping Mnaasged reach this milestone.

As we look ahead, we do so with renewed optimism. The challenges of the past year have strengthened our foundation and reminded us of the importance of this work. Together, we will continue to build an agency grounded in our teachings, accountable to our people, and focused on the well-being of our children and future generations.

Miigwetch,

*Vince George*

**Board President**



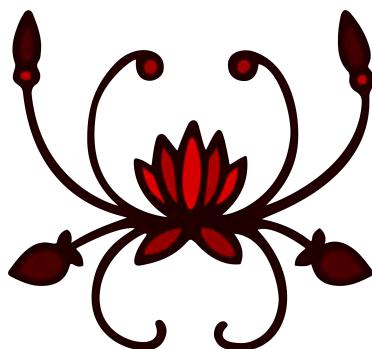
# Board of Directors

## Board of Directors

<u>Vince George</u> <i>President</i>	<u>Chippewas of Kettle &amp; Stony Point First Nation</u>
<u>Randall Phillips</u> <i>Vice President</i>	<u>Oneida Nation of the Thames</u>
<u>Ross Albert</u> <i>Secretary/Treasurer</i>	<u>Munsee-Delaware Nation</u>
<u>June Simon</u>	<u>Aamjiwnaang First Nation</u>
<u>Lesley Snake</u>	<u>Eelūnaapéewi Lahkéewiit</u>
<u>Chief Nikki van Oirschot</u>	<u>Caldwell First Nation</u>
<u>John Stonefish</u> <i>Community Director</i>	<u>Eelūnaapéewi Lahkéewiit</u>

## BOD Alternates

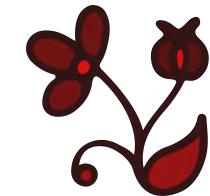
<u>Stan Cloud</u>	<u>Chippewas of Kettle &amp; Stony Point First Nation</u>
<u>Chanda Kennedy</u>	<u>Oneida Nation of the Thames</u>
<u>Vacant</u>	<u>Munsee-Delaware Nation</u>
<u>Mike Jackson</u>	<u>Aamjiwnaang First Nation</u>
<u>Sherry Huff</u>	<u>Eelūnaapéewi Lahkéewiit</u>
<u>Melissa Reid</u>	<u>Caldwell First Nation</u>



# Member First Nations



**Aamjiwnaang  
First Nation**



**Eelünaapéewi  
Lahkéewiit**

**Kettle and Stony Point  
First Nation**



**Munsee-Delaware Nation**

**Oneida Nation  
of the Thames**



## Youth In Transition

My name is Sovannaroth Yik, and I am a Youth in Transition Worker with Mnaasged Child and Family Services. I am a Social Service Worker graduate with honours from Canadore College and have worked in the social services field for over a decade, supporting children, youth, and families across various capacities. My passion lies in helping young people build the skills, confidence, and independence they need to thrive as they move into adulthood.

The Youth in Transition (YIT) Program focuses on supporting youth aged 14 to 25 as they navigate life beyond care connecting them with essential resources, guidance, and cultural experiences. This past year, I've had the privilege of working directly with youth on achieving personal goals related to housing, education, employment, and wellness.

One of our initiatives was the cell phone program, which provided youth with phones and monthly plans. This support has been essential in helping them stay connected to their workers, employers, and educational institutions allowing for better communication, followup, and consistency in their lives.

Many youth also participated in cultural ceremonies and sweats, which have been powerful experiences for healing, identity, and grounding. These opportunities allow youth to reconnect with who they are and where they come from, helping them build a stronger sense of self and belonging which is vital to their overall wellbeing and success.

Collaboration continues to be a core part of our approach. We work closely with community partners, CASs, and local organizations to provide wraparound services for each youth. This includes assistance with job readiness, resume writing, financial literacy, understanding taxes, obtaining identification, status cards, and passports, as well as helping youth access driver's education, driver's handbooks, and safe housing options.

We focus on building life skills and self sufficiency, preparing youth to manage responsibilities and advocate for themselves. It's rewarding to see their growth from learning how to budget and apply for jobs to gaining confidence in making decisions about their future.

I am proud to be part of the Youth in Transition team and grateful for the opportunity to walk alongside our youth as they overcome challenges and achieve their goals. Watching them gain independence and stability reminds me daily of why this work is so meaningful.



**Sovannaroth Yik, Youth In Transition Worker**

# Jordan's Principle

## Annual Report

(April 1, 2024 – March 31, 2025)

Our Jordan's Principle Unit has been operating since October 2019.

There was an impact in terms of servicing the number of families and children as Southern Ontario Health Access Centre (SOAHAC) provided Jordan's Principle services to urban families as well as member Nations except one provide their own Jordan's Principle services to their own community. 99% of applications are self-referral. Service Access Resolution fund (SARF) funding was approved by ISC for those approved Jordan Principle applications without causing a disruption to MCFS cash flow.

## TEAM

*Supervisor* – Elfreda Ireland

*Navigators* – Misty Deleary and Suzanne Riley

*Finance Clerk* – Connie Elijah

*Data Management* – Michelle French

*Support Worker* - Shawna Barratt

## APPLICATIONS

Number of Communities served 9

Number of children served who live ON reserve 51

Number of children served who live OFF reserve 68

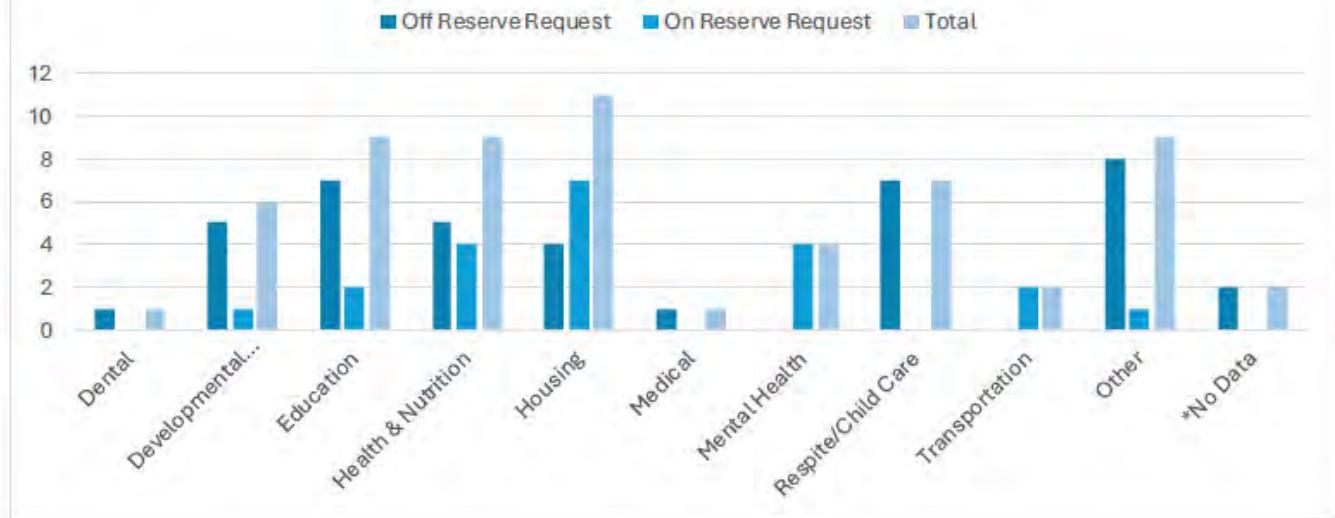
Number of Inquiries (incomplete application) 10

Total Applications 61

# Jordan's Principle

## TYPES OF REQUESTS

April 2024 - March 2025



## SUCCESS STORY

Recognition to past Navigator Suzanne Riley, who submitted and advocated for the approval of a Customized Handicap van for 2 children with disability in July 2024 (photo with permission).



## Elder's Council

<u>Martha Albert</u>	<u>Chippewas of the Thames First Nation</u>
<u>Maxine Albert</u>	<u>Munsee-Delaware Nation</u>
<u>Sheila Firth</u>	<u>Aamjiwnaang First Nation</u>
<u>Maxine Hendrick</u>	<u>Chippewas of the Thames First Nation</u>
<u>Glenna MacAuley</u>	<u>Munsee-Delaware Nation</u>
<u>John Stonefish</u>	<u>Eelūnaapéewi Lakhkéewiit</u>

December 19, 2024 – Mnaasged Child and Family Services hosted an Elders' Christmas Luncheon at our office located at 275 Jubilee Road.

During this gathering, Elders came together to enjoy fellowship and to assemble jars of cookies as part of a holiday activity. Later that evening, the group attended a celebratory dinner at the Top of the Fair Restaurant, located at the Western Fairgrounds, where they shared a wonderful meal and enjoyed the spirit of the season.

In May 2025, Mnaasged was pleased to welcome Elder John Stonefish from Eelūnaapéewi Lakhkéewiit as the newest member of the Elders' Council.

Elder Martha A. continues to represent the Elders at Board of Directors' meetings, and Elder Maxine A. continues to serve as the ANCFSAO representative.



Left to Right  
Maxine A, Sheila, Martha,  
Glenna, Maxine H

## Elder's Council (cont.)

May was a busy month for our Elders. On the 9th they attended Bear Witness Day where the Jordan's Principle team hosted a Tea Party in honour of Jordan River Anderson.

Staff contributed an array of homemade and shared dishes, coming together to celebrate the day and reaffirm their commitment to ensuring equitable access to services and supports for all children and families.

Then, on May 29th, the Elders attended Mnaasged's Strategic Planning Session where they offered their valuable expertise and guidance that will help to guide Mnaasged through the coming years.



Back row: Shawna, Misty, Candice, Elfreda, Sandra, Suzanne, Norman, Wany

Front row: John, Maxine A, Sheila, Martha A, Lynn

October 30, 2025 – Elders attended Mnaasged's Fall Feast to honor and take care of the sacred bundle. During this time elders were able to discuss the news about Stage C Designation.

"I would like to say Congratulations on moving to Stage C, it is very exciting for the organization and communities."

*-Sheila Firth, Aamjiwnaang First Nation*

**We extend our gratitude to all of our Elders for their continued leadership, guidance, and contributions to the work of Mnaasged Child and Family Services.**

# Staff List

## Administration Team

<u>Melissa Patriquin</u>	<u>Executive Director</u>
<u>Pat Lake</u>	<u>Child Welfare Consultant</u>
<u>Lynn Barratt</u>	<u>Governance Executive Assistant</u>
<u>Carol Antone</u>	<u>Human Resources Developer</u>
<u>Byran Halona</u>	<u>Communications Officer</u>
<u>Veronica Summers</u>	<u>Finance</u>
<u>Clint Hill</u>	<u>IT</u>
<u>Norman Thomas</u>	<u>Data Steward</u>
<u>Tanya Antone</u>	<u>Janitorial</u>

## Services Team

<u>Sovannaroth Yik</u>	<u>Youth in Transition Worker</u>
<u>Elfreda Ireland</u>	<u>Jordan's Principle Supervisor</u>



## Notes



