



Mnaasged Child and Family Services

2-Year Strategic Plan (2026–2028)

INTRODUCTION

01

Mnaasged Child and Family Services (MCFS) is committed to advancing the well-being of children, youth, and families through culturally grounded, community-led approaches to service delivery.

Since the Strategic Planning session with community, MCFS successfully achieved Stage C designation, representing a significant milestone in the organization's journey toward Indigenous-led child and family well-being jurisdiction.

This achievement marks a transition point for the organization—from designation-focused work to implementation, system strengthening, and long-term sustainability. This 2-year strategic plan reflects priorities identified through engagement with leadership, staff, and community partners, and focuses on strengthening relationships, improving systems, and supporting full operational readiness.

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Healthy, safe, and thriving children, families, and Nations supported through Indigenous-led child and family well-being systems grounded in culture, self-determination, and community leadership.



To work in partnership with First Nations to develop and support culturally grounded child and family services that prioritize prevention, strengthen families, and reflect the values, traditions, and authority of the Nations we serve.



Guiding Principles

1

**Child and family well-being
is at the centre of all
decisions**

2

**Nation-to-Nation
relationships guide all
service development**

3

**Culture, language, and
tradition are foundational**

4

**Transparency,
accountability, and trust
are essential**

5

**Collective advocacy
strengthens outcomes for
children and families**

Key Organizational Milestone

05

Mnaasged Child and Family Services

achieved Stage C designation during the strategic planning period, marking a critical advancement in Indigenous child and family well-being governance and jurisdictional readiness.

This milestone shifts organization focus toward implementation, service readiness, and strengthening systems that support Nations in exercising full authority over child and family services.



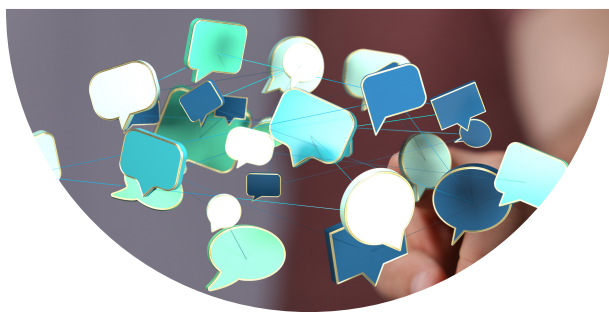
Strategic Priorities

2026-2028

PRIORITY 1: Leverage Stage C & Strengthen Implementation

Objective: Build on Stage C designation to support implementation, system strengthening, and readiness for full service delivery

Timeline: Ongoing (2026–2028)



Key Actions

- Communicate Stage C achievement to all Nations and partners
- Transition organizational focus from designation -> implementation
- Strengthen internal systems, policies, and processes
- Align governance, operations, and service expectations
- Document lessons learned from designation process
- Engage Ministry and partners on implementation requirements

PRIORITY 2: Political Advocacy & System Accountability

Objective: Maintain strong political relationships and ensure accountability for implementation supports and funding stability.

Timeline: Ongoing (with key escalation windows as required)

Key Actions

- Maintain engagement with:
 - MCCSS Minister Michael Parsa
 - Deputy Minister (DM) Daniele Zanote
 - Assistant Deputy Minister (ADM) Linda Chihab
- Advocate for:
 - Stable, long-term funding
 - Full implementation supports
 - Reduced administrative barriers
- Engage Members of Provincial Parliament (MPPs)
- Utilize media strategically when required
- Coordinate advocacy across Nations

PRIORITY 3: Communication & Public Awareness Strategy

Objective: Ensure consistent, transparent communication across Nations, communities, and partners.

Timeline: 0–3 months development, ongoing implementation

Key Actions

- Develop multi-level communication approach:
 - Chiefs & Councils
 - Band Representatives
 - Community members
 - Internal staff
- Tools
 - Community newsletters
 - Website updates (news, jobs, updates)
 - Podcasts / video communications
 - Direct updates to leadership
- Strengthen internal communication:
 - Board updates shared with staff
 - Improved Board portal access

PRIORITY 4: Community Engagement & Relationship Building

Objective: Strengthen trust, participation, and meaningful engagement with all Nations.

Timeline: Ongoing (Year 1 intensive focus)

Key Actions

- Re-engage all First Nations, including non-participating Nations
- Conduct community information sessions
- Strengthen relationships with:
Prevention workers
Community service teams
- Participate in community events
- Integrate Elders into engagement processes
- Revisit original needs assessment for updates

PRIORITY 5: Governance & Advisory Structures

Objective: Strengthen governance, accountability, and Nation-based input into MCFS direction.

Timeline: 0–6 months establishment, ongoing operation

Key Actions

- Establish Band Representative Advisory Council:
Terms of Reference
Regular quarterly meetings
(increasing frequency as needed)
- Strengthen governance communication pathways:
Board -> Nations -> Communities
- Improve transparency of Board decisions

PRIORITY 6: Service Delivery Readiness & Development

Objective: Ensure MCFS is prepared to deliver culturally grounded child and family services

Timeline: Year 1 development, Year 2 refinement

Key Actions

- Define and refine service delivery model
- Develop community-based service protocols
- Advance work on:
 - Customary care
 - Foster care recruitment and support
- Provide public education on care options
- Ensure services reflect culture, language, and traditions



KEY ENABLERS

- Stable and sustainable funding
- Strong staffing and retention strategies
- Clear communication systems
- Unified leadership across Nations
- Strong governance structures

Monitoring & Accountability

- Quarterly reporting to Board and Nations
- Annual review of strategic priorities
- Adjustments based on implementation progress
- Ongoing feedback from Nations and communities

This 2-year strategic plan reflects Mnaasged Child and Family's transition into a new phase of work following the achievement of Stage C designation.

The organization's focus is now on Implementation, strengthening relationships, and building the systems required to support First Nations' families

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