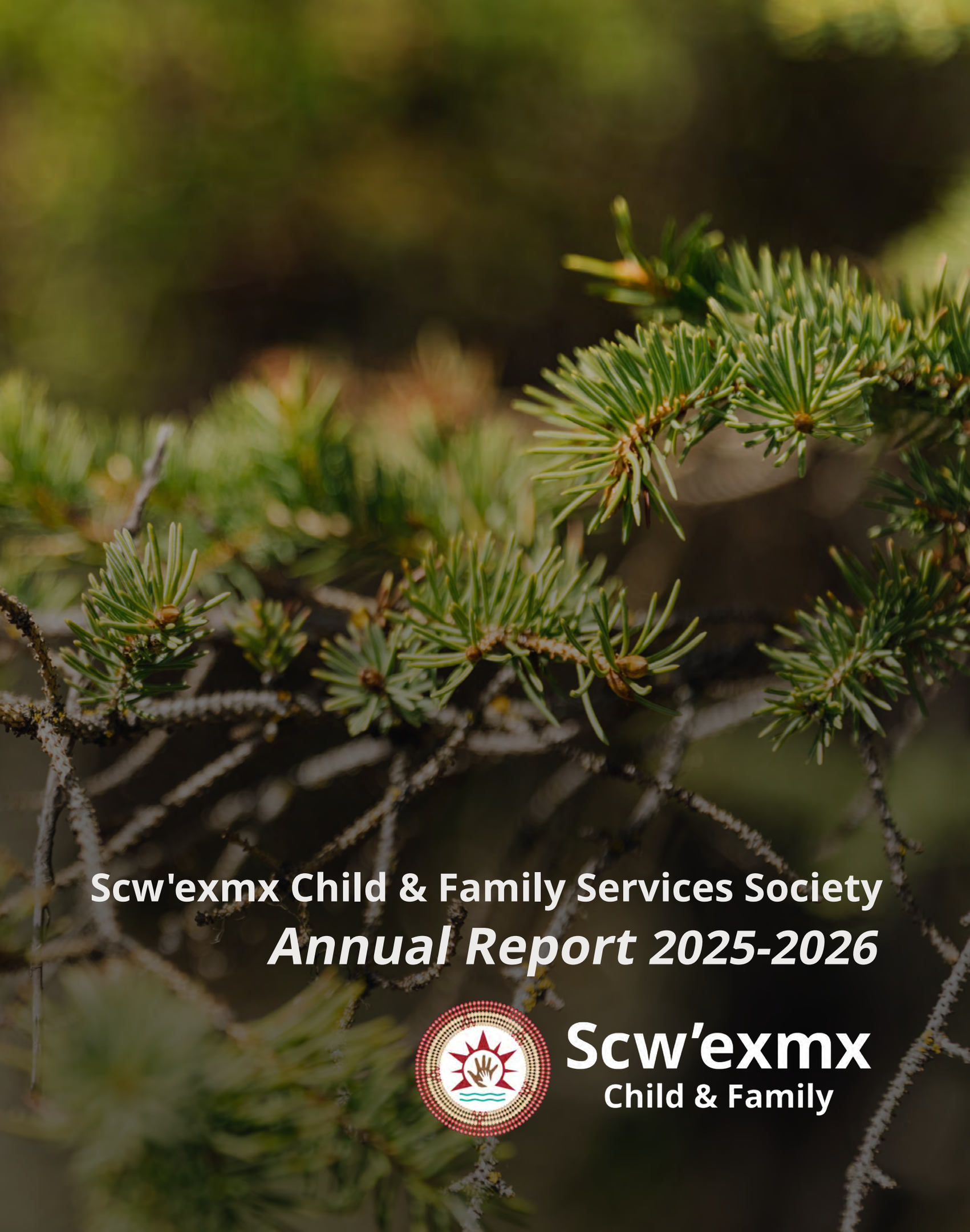


Scw'exmx Child & Family Services Society

Annual Report 2025-2026

Scw'exmx
Child & Family

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SCW'EXMX CHILD & FAMILY SERVICES SOCIETY

Scw’exmx Child and Family Services Society (SCFSS) is family-centered and guided by nłe?képmx and syilx̌ traditional knowledge and principles. SCFSS utilizes prevention and protection strategies with the collective goal to keep children with their families and communities. If short-term protection services are required, SCFSS engages family, community, and Elders to support cultural identity, familial and territorial connections with the purpose of bringing and keeping children home. SCFSS recognizes historical challenges and is guided by traditional strength and wisdom to build family and community capacity in a monumental shift from protection to prevention.

Significance and story behind our logo:

Significant in both nłe?kepmx and syilx culture, the basket weaves represent divine creation. The outer circle represents the world around us that gives us support and sustains our people. The inner circle represents the people of the communities that hold us all together in strength and spirit. Our communities are represented by the five points of the basket. The sunburst peaks represent our ancestors who watch over us and guide the work we do. The large hand represents an adult guiding, loving and holding up our most precious gifts – our children. The child’s hand is loving, guiding and teaching us along our journey together. The two water lines represent nłe?kepmx and syilx people and water signifies our healing.

nḵkséytkn | snəqsi ɬxʷ | OUR COMMUNITIES

Scw’exmx Child and Family serves the Indigenous people of the Nicola Valley, including the nłeʔképmx and syilx peoples from our member communities:

- **nc̓ə́łetkʷu - Coldwater Indian Band**
- **sulůs - Lower Nicola Indian Band**
- **nwéyc - Nooaitch Indian Band**
- **sxéxn̓x - Shackan Indian Band**
- **spaxmn and n̓łəqiłməl̓x - Upper Nicola Band**

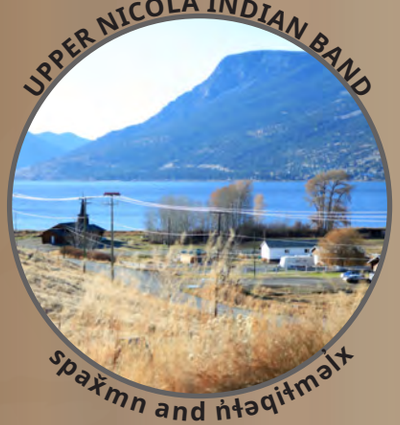
These communities, along with the urban Indigenous population of the Nicola Valley, are united in their vision for cultural and community wellness. Scw’exmx Child and Family Services Society (SCFSS) collaborates closely with community representatives and leadership to implement strategies toward a shared vision. We are committed to working with all communities to reinforce cultural teachings, language, and traditions through its services.

Guided by the communities, SCFSS embarks on a path of positive change, rooted in the belief that "we are all somebody’s seventh generation." By working together in a respectful, meaningful way, we work alongside the communities to support one another to implement action and foster lasting change.

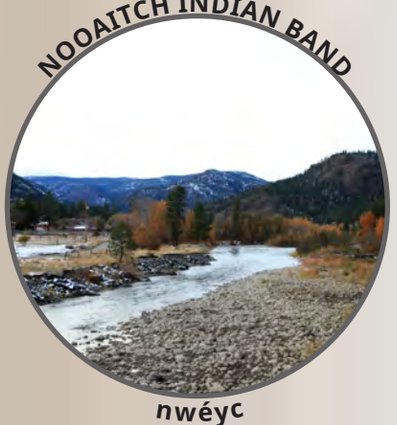
LAND ACKNOWLEDGEMENT

Scw’exmx Child and Family Services Society recognizes that our work takes place on the ancestral, traditional and unceded lands of the nłeʔképmx and syilx peoples. We honour the enduring stewardship and connection of our communities to these territories and are committed to working alongside our member communities in their ongoing efforts to strengthen self-determination and exercise their inherent rights and authority.

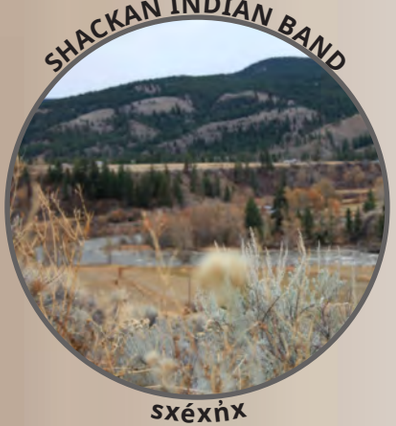




Scw’exmx Child & Family







OUR CALL TO ACTION

We are at a critical moment in time. A great deal of change is taking place within the current political climate in which we exist. Bold steps are required to actualize the changes necessary for the communities we represent. For the first time since colonization, our action will fundamentally alter the foundation upon which outside governments have imposed political interests of assimilation through the systemic removal of our children.

For generations, our children have been the ones on the front line of federally and provincially legislated cultural genocidal regimes. Our families and communities were fractured but never broken. To achieve healing, justice and hope for each child ever removed from their parents, families and communities, it is up to us to provide a new reality for generations to come.

Through the wisdom of our ancestors, we have been taught the ways to care for one another. We must work toward a future markedly different from the current state wherein there are more Indigenous children in care now than at the height of the residential school era. While the current system is derived of legislation and policy, not of the Indigenous origin at a community level or otherwise, we undertake the process of decolonization to bring traditional knowledge, guidance and practices of the nłeʔképmx and syilx people forward in collaboration and guidance of our communities.

It is our responsibility to create the necessary change to ensure children currently in care have the advocates they deserve; and seven generations from now, the need for a child welfare system will no longer exist as our families will be whole and healthy. nłeʔképmx and syilx ancestors have anticipated this change and passed on their wisdom as we respond to this call to action. This very legacy is now ours to nurture and protect as we build a new platform where today's children, young people, families and communities will remain together and rekindle their cultural ways of being.

LOOKING BACK: OUR STRATEGIC JOURNEY (2021-2026)

As we conclude the 2021-2026 Strategic Plan and prepare to embark on a new five-year journey, it is important to pause and reflect on how far we have come. Over the past five years, SCFSS has worked intentionally to bring our strategic vision to life by turning goals into action, strengthening relationships, and creating meaningful change alongside children, youth, families, caregivers, communities, Elders, and partners.

Guided by the four strategic directions of Culture of Caring, Protection to Prevention, Growing Our People, and Infrastructure Alignment; our Board, leadership team, and staff have worked together to advance priorities identified by our communities. Through organizational growth, leadership transitions, evolving community needs, and external challenges, our teams remained committed to building a stronger, more culturally grounded, prevention-focused, and community-led organization.

This section provides a high-level reflection on the progress made throughout the strategic planning period. It highlights the actions taken, the partnerships strengthened, the systems developed, the lessons learned, and the accomplishments achieved as we worked to move our vision forward. While some goals remain ongoing, the past five years have established a stronger foundation for future growth and have helped position SCFSS to continue supporting the well-being of children, youth, families, and communities for generations to come.

The following summary reflects the collective efforts of staff, leadership, communities, caregivers, Elders, Knowledge Keepers, and the Board of Directors to action the commitments set out in the 2021-2026 Strategic Plan and to advance our shared vision of caring for our children, families, and communities in culturally meaningful ways.

CULTURE OF CARING: STRATEGIC GOALS

Change necessitates the priority of healing through the wisdom of our ancestors. We must apply traditional knowledge within practice frameworks as we prioritize culture and language throughout the delivery of our programs and services. As we continue on this pathway, we must engage with Elders and Community Leaders for guidance to ensure nłe?kepmx and syilx traditional values are reflected in the development of protocol agreements, policies, governance and laws.

Communicate with one voice.

- Establish community presence.
- Support community prevention.
- Promote community advocacy.
- Gather feedback and share success.

Integrate language and traditional teachings into programs and services.

- Weave nłe?képmx an syilx culture into all aspects of SCFSS
- Immerse nłe?kepmxcín and nsyilxcən

Grow caregiver networks in alignment with traditional and community values.

- Recruit community caregivers
- Develop community-advised caregiver resources.
- Integrate culture to strengthen community caregiver supports.

Incorporate learning from Elders and Knowledge Keepers.

- Share traditional knowledge.
- Reclaim cultural identity.
- Establish Elders as advisors and decision-makers

Return rights and responsibilities to our people through the development and implementation of Governance and Laws.

- Increase understanding.
- Create partnerships.
- Establish One Voice
- Return Authority to community

KEY ACCOMPLISHMENTS

- Strengthened relationships with Member Communities through consistent community presence, Designated Band Representative meetings, collaborative planning, community engagement activities, and increased opportunities for community voices to help guide programs and services.
- Development of a Community Prevention team to support communities in developing their own prevention programs.
- Expanded cultural programming and cultural wellness opportunities, including culture camps, land-based learning, the annual Staycation, Feel the Beat, harvesting On-The-Land programs, cultural teachings, youth gatherings, healing events, and opportunities for children, youth, families, caregivers, and staff to strengthen connections to identity, culture, and belonging.
- Increased the involvement of Elders, Knowledge Keepers, cultural facilitators, and language speakers throughout organizational planning, staff development, service delivery, youth programming, and community events.
- Strengthened caregiver recruitment, engagement, appreciation, training, and support through information sessions, cultural programming, respite discussions, caregiver events, and family-centred approaches to care.
- Increased language revitalization efforts by incorporating nłeʔkepmxcín and nsyilxcən language, teachings, protocols, self-introductions, and cultural practices across programs, staff orientation, and organizational activities.

PROTECTION TO PREVENTION: STRATEGIC GOALS

Historically a protection-based agency from governmentally-imposed policies, procedures and practices, our Board of Directors and Community Leadership prioritize an urgent and immediate transition to the use of culturally reflective prevention-based strategies across all SCFSS programs and services.

Bring and keep our children home.

- Prioritize prevention and early intervention measures to keep children with families and community.
- Reunify children in care to families and community.
- Develop community caregiver programs and support networks.

Align programs and services with our vision.

- Strengthen and preserve culture and language.
- Promote prevention as a family and community responsibility.
- Support family and community through prevention activities.
- Transition from provincial to community guided frameworks

Shift our focus from fear to love.

- Ensure effective change management strategies.
- Humanize client experience.
- Ensure transparent and respectful communication

Build community engagement and capacity.

- Engage in community prevention.
- Advocate for the community.
- Facilitate community planning and development.
- Ensure traditional research in policy development.

KEY ACCOMPLISHMENTS:

- Continued shifting organizational practice from intervention-focused services toward prevention, early intervention, family wellness, reunification, and community-based supports that strengthen families before challenges escalate.
- Expanded prevention programming and supports for children, youth, families, caregivers, and communities through youth services, child wellness services, family support programs, cultural initiatives, navigation services, community prevention programming, and wellness-focused interventions.
- Developed stronger collaboration between Prevention and Delegated Services teams, creating more coordinated service delivery, earlier referrals, shared planning, stronger reunification supports, and improved pathways for families to receive support.
- Strengthened community-led and culturally grounded approaches through Caring for Our Relations Reviews, Band Representative engagement, community-first protocols, family-centered decision making, cultural care planning, and increased community participation in service planning.
- Increased opportunities for youth engagement and leadership through annual youth gatherings, conferences, employment and volunteer opportunities, land-based programming, cultural teachings, and expanded access to prevention supports. Youth participation grew significantly, with annual youth gatherings expanding from approximately 30 participants to approximately 100 participants and increased self-referrals demonstrating growing trust in services.

GROWING OUR PEOPLE: STRATEGIC GOALS

We support the wellness, growth and healing of our community members. One Voice is necessary as SCFSS and Member communities introduce a new way of thinking. We recognize Post-traumatic Stress Disorder (PTSD) through intergenerational trauma continues to impact generations of our people. We acknowledge Post-traumatic Growth (PTG) as the healing that occurs when we share and collaborate with each other and our communities. This philosophical change will shift our practice models, programs, services and work culture as we ensure our people possess the tools and skills to embrace change.

Engage community expertise to support our vision.

- Attract and recruit community members.
- Ensure community and culturally advised recruitment.
- Build professional capacity through community expertise

Retain those committed to our vision.

- Establish training and development programs.
- Uphold employee relations

Adopt, embrace, and implement cultural practice frameworks.

- Lead effective change management
- Integrate culture and language
- Decolonize Human Resources policies and practices

Acknowledge Post-traumatic Growth (PTG).

- Develop PTG education.
- Provide intergenerational trauma support

Build professional capacity.

- Ensure culture and language are integrated into training and professional development.
- Strengthen human Resources policies, programs, and ethical practices.
- Access expertise to strengthen community capacity.

KEY ACCOMPLISHMENTS:

- Invested in recruitment, onboarding, mentorship, leadership development, succession planning, professional development, and workforce stabilization to support organizational growth and service quality.
- Expanded opportunities for staff cultural learning through expanded orientation processes, Elder teachings, language instruction, cultural activities, cultural wellness initiatives, and ongoing learning opportunities that strengthened culturally grounded practice.
- Increased opportunities for practicum students, workforce development, community partnerships, youth employment/ volunteer pathways, and learning experiences that support future Indigenous child and family service professionals.
- Strengthened collaboration across teams through shared planning, cross-department learning, job shadowing opportunities, integrated service delivery, and increased understanding of team roles and responsibilities.
- Maintained organizational resilience and workforce stability during periods of leadership transitions, staffing changes, increasing service demands, and organizational growth while continuing to advance strategic priorities.



INFRASTRUCTURE ALIGNMENT: STRATEGIC GOALS

Nomadic for years, SCFSS seeks to establish roots and infrastructure stability. Community consultation is crucial as we reassess our infrastructure in support and proximity of our five guiding communities. This change must encompass the needs of our communities and presents an opportunity to work collaboratively with our communities and entertain space-sharing potential aimed at increasing community capacity.

Realign budgets to shift from protection to prevention.

- Assess community demographics.
- Work with funding agencies to ensure community and prevention funding

Improve Information Technology support in current and post COVID-19 environment.

- Mobilize work environments.
- Expand connection through virtual platforms.
- Enhance IT services in community.

Structure change management to achieve our collaborative vision.

- Engage other agencies to support change.
- Define change and measure the change process.
- Develop a Communication Strategy

Improve prompt management reporting.

- Redesign management reporting framework
- Integrate community guidance and decisions

Integrate programs and services to build community capacity.

- Remove silos through collaboration.
- Locate employees in the community.
- Explore space-sharing potential.

KEY ACCOMPLISHMENTS

- Developed stronger organizational systems, planning processes, and operational foundations to support long-term sustainability, growth, accountability, and service delivery.
- Improved governance, financial planning, reporting structures, policies, procedures, and decision-making processes that support organizational effectiveness and future readiness.
- Strengthened communication, collaboration, and coordination across programs, departments, and leadership teams to improve services for children, youth, families, and communities.
- Enhanced intake, referral, navigation, evaluation, documentation, and administrative systems to improve access to services and reduce barriers for families seeking support.
- Increased organizational readiness to support self-determination, jurisdiction development, community authority, and Indigenous-led approaches to child and family well-being through policy development, community engagement, planning initiatives, and jurisdiction readiness activities.







"Through reflection, we can look towards being healthy and strong people again."

~kwukwpi? Jordan Joe (Shackan Band)

DIRECTORS OF LEADERSHIP





BOARD OF DIRECTORS

The SCFSS Board of Directors is comprised of one representative from each of our five member communities, ensuring that the organization is community-led where community voices and priorities remain at the centre of organizational decision-making. Through their strategic leadership, the Board guides the direction of SCFSS, helping to ensure that programs, services, and organizational priorities align with the vision and direction of community leadership. The Board plays a vital role in maintaining accountability to community while supporting the long-term well-being of families and communities.

In 2025-26, the Board of Director's work focused on providing stability, oversight, and strategic direction during a period of significant growth and transition. Through regular reporting, governance review, and the work of the Executive Transition Committee, the Board continued to support progress across the four strategic directions while ensuring decisions remained focused on the well-being of children, youth, families, and communities.

A significant area of focus was supporting the development of a comprehensive, needs-based business plan that aligns services, staffing, and resources with community priorities. The Board also supported investments in early intervention, family supports, staff wellness, and community-based approaches as part of the continued shift toward prevention-focused services. At the same time, the organization remained committed to embedding culture, language, and traditional knowledge throughout its work, recognizing them as essential to Indigenous family well-being and to the future direction of SCFSS.

Despite significant organizational changes during the year, including transitions within the Board of Directors and the departure of the former Executive Director, the Board has witnessed meaningful progress across the organization. Stronger collaboration between departments, more intentional workforce development, greater integration of culture and language, and an increasing emphasis on family-centred and relationship-based services all demonstrate movement toward the organization's strategic goals. The commitment and resilience of staff, leadership, and the Board have also contributed to greater organizational stability while maintaining momentum during a period of considerable change.

Communication, cultural integration, and the continued shift from reactive responses toward prevention-based practice remain important areas for growth. Efforts are also underway to review and strengthen policies, processes, governance structures, and accountability mechanisms so they better reflect Indigenous values, community priorities, and culturally grounded approaches to service delivery.

Development of a renewed strategic plan for 2027-2032 will help guide the next phase of this work by supporting greater community collaboration, stronger integration of Elder guidance, and a programs and Services grounded in nłeʔképmx and syilx traditional ways of knowing and being. Continued attention to leadership development, workforce planning, and organizational capacity will also help build the foundation needed for long-term success.

Looking ahead, the Board of Directors will continue to focus on supporting SCFSS through this important period of growth and change. Priorities include strengthening prevention-focused services, enhancing governance, improving policies, processes, infrastructure, and reporting systems, and ensuring culture, language, Elder guidance, and community voices are reflected throughout the organization. The Board will also support the development of a renewed strategic plan, build organizational and staff capacity, and take meaningful steps toward exercising our inherent responsibilities as Indigenous peoples to care for our children, youth, and families. Together, these efforts will help guide SCFSS toward a more community-guided, culturally grounded, and sustainable future.



DIRECTORS OF LEADERSHIP

During the 2025-26 fiscal year, we saw the departure of the Executive Director of six years. In effort to minimize the impact of this turnover, the Board of Directors approved the creation of a temporary, ad-hoc committee, the "Executive Transition Committee" (ETC), to ensure the Board maintained at arms length in daily operations as required, yet were still available to the incoming Interim Directors to provide support for the continuity of operations. The ETC worked to ensure confidence and transparency through the transition, and spearhead the process of recruiting a new Executive Director.

During the last year, there was a focus on strengthening the foundation of SCFSS while navigating growth, change, and leadership transitions. Across the four strategic directions, SCFSS has made significant progress in strengthening its foundation through the development of a comprehensive, needs-based business plan that identifies current and future priorities while building capacity to better support children, youth, and families. Through the ongoing reviews of programs and staffing structures, and continued investment in collaboration across teams, the organization worked to ensure growth remained thoughtful, sustainable, and aligned with community needs.

The Interim Directors played an important role in creating stability during a period of change. Their leadership, combined with a more collaborative approach to decision-making, strengthened programs and services, improved planning and communication, and helped maintain progress on strategic priorities. Throughout these transitions, staff demonstrated resilience, adaptability, and a strong commitment to keeping the well-being of children, youth, and families at the centre of their work.

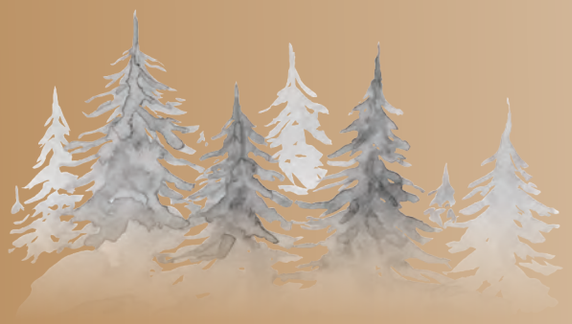
There are encouraging signs of progress across the organization. Teamwork and collaboration have strengthened, planning processes have become more intentional, and there is a growing focus on culturally grounded, prevention-focused, and relationship-based services. These shifts reflect ongoing efforts to move toward approaches that better support families and communities.

The work also highlighted areas that require continued attention. Communication remains a priority, both within the organization and with families, communities, and partners. Culture and language continue to guide the organization's direction, but there is still more work to do to fully embed them throughout programs, services, and organizational practices. Efforts to shift from reactive responses toward prevention, early intervention, and community-based supports also remain ongoing.

Workforce wellness is another area of focus. Increased attention is being given to hiring practices, staff wellness supports, retention, and creating a workplace culture that supports people as the organization continues to grow and evolve.

Looking ahead, the focus will remain on strengthening culture, language, and traditional knowledge across all areas of the organization. Staff and caregiver capacity will continue to be supported through recruitment, mentorship, professional development, wellness initiatives, and opportunities for cultural learning. Directors will also continue working to strengthen relationships with families, caregivers, communities, and partners so that services remain informed by community priorities and guided by the voices of those they serve.

Continued improvements to operational systems, processes, and infrastructure will support this work by reducing barriers, strengthening community-guided practice, and helping build a more responsive and sustainable organization.









CULTURE OF CARING





COMMUNITY PREVENTION

Communities are experts of themselves, and our work is to provide resources and support so our communities can create the foundation for healthy children and families. The Community Prevention team works directly with communities to plan, develop, implement, and evaluate prevention activities. This includes supporting with programs that build protective factors and meet community needs.

During the last year, the Community Prevention team's work centred on strengthening a Culture of Caring through consistent community presence and deepening relationships, even amidst staff transitions and the onboarding of new team members. The team prioritized continuity and continued to show up in meaningful ways, ensuring trust, accessibility, and connection to culturally grounded supports were maintained. This progress was supported by an ongoing commitment to being present in community spaces, listening to community voices, and responding to identified needs through prevention-focused programming. Despite internal changes, the team remained collaborative and adaptable, supporting one another across roles and communities.

The community prevention team's efforts were aligned with strategic priorities connected to One Voice, with a focus on community presence and relationship-building. Prevention programming created opportunities for connection, identity building, wellness, and early intervention through culturally grounded activities, outreach, groups, and collaborative community events. This work reflects the understanding that prevention is most effective when it is relationship-based, community-driven, and culturally informed. Through accessible programming and engagement, the team contributed to stronger support networks and increased opportunities for healing, belonging, and connection, while strengthening communication and collaboration across teams and partner agencies to ensure families experienced coordinated and supportive services.

Community Prevention staff supported and participated in several significant initiatives throughout the year. Scw'exmx Child and Family was honoured to work alongside partner organizations as part of the organizing committee for the Calling Our Spirits Home Ceremony with Coldwater. The committee met for almost a year to prepare for the four-day event, where walkers and runners of all ages carried the spirits 118 kilometres home. The team also supported culture camps in Coldwater, Lower Nicola, and Shackan, contributing to opportunities for cultural learning and connection in community. Ongoing programs continued to provide consistent spaces for connection and support, including a bi-monthly women's group in Coldwater that created opportunities for sharing, cultural practice, and connection.

"I work to create safe spaces where people can breathe again, where trust can grow, where stories are safe, and relationships are built in culture and healing. That is prevention work. That is community. That is the 'heart' work I was taught." – Harmony.

In addition, the Nooaitch Girl's Group program ran from January to June in both 2025 and 2026. The program was developed to target an expressed community need and brought in supports from other organizations to help explore topics like self-esteem, communication, body image, goal setting, boundaries, friendships, anger management, and drug and alcohol awareness, while incorporating cultural teachings such as moon-time protocols.

Feedback from community highlighted the importance of culturally grounded programming, increased communication, youth engagement opportunities, and consistent support within community spaces. Community members expressed appreciation for approachable staff, relationship-based work, and safe, welcoming environments that support connection and belonging. Increased participation, ongoing engagement, and continued requests to support community with prevention programming demonstrate the impact and relevance of this work.

Culture and language were integrated throughout programming and engagement, with nłeʔképmx and syilx values, teachings, traditional practices, and land-based approaches woven into activities and events. The team increased our collaboration with the Cultural and Language team, and helped bring them out to support cultural programming in community (including programs such as Feel the Beat, culture camps, Calling Our Spirits Home, etc.). These efforts contributed to increased engagement, confidence, and connection to identity, while reinforcing the role of culture in prevention, healing, and wellness.

The team contributed to communicating with One Voice by maintaining strong visibility in community, and collaborating across programs and partner organizations. Relationship-based communication, consistent presence, and welcoming environments supported engagement Informal feedback gathered through participation, attendance, and ongoing relationships informed program adjustments. Challenges such as communication gaps, scheduling barriers, and limited responses from some partners impacted planning timelines; however, continued collaboration, flexibility, and a willingness to support one another helped maintain service delivery.

The community team also supported broader organizational priorities related to governance and returning rights and responsibilities by strengthening community voice, collaboration, and culturally grounded approaches to service delivery. This included the development of a Jurisdiction Journeys section in the SCFSS newsletter to share legislative changes and work happening in other communities, and work with Upper Nicola on a captikʷɬ practice guide and updated cultural plan. We also developed fact sheets and internal training related to the First Nations Child and Family Services Settlement, presented on the Settlement at an Our Children Our Way webinar, and brought in a claims helper to support community members in understanding eligibility and application processes. Progress in this area was impacted by staffing changes, including a vacant community planning position for the latter half of the year.

This year reinforced that meaningful prevention work requires time, trust, and ongoing collaboration with community members, Elders, caregivers, and partners, and that consistency and relationship-building are key to strengthening a Culture of Caring. Barriers included delays or lack of responses in community processes, limited availability of resident Elders for intra-agency support, administrative demands, communication challenges, and balancing multiple responsibilities across areas. Staff also navigated the emotional impacts of supporting communities experiencing grief and trauma, along with pressures related to workload, scheduling, and work-life balance.

These experiences reinforced that prevention work is most effective when it is deeply relational, culturally grounded, and focused on creating safe spaces before crises occur, supporting long-term wellness, resilience, identity, and belonging in community. Looking ahead, consistency in community presence and relationship-building remains a priority, and continued investment in staffing capacity, team wellness, interdepartmental communication, and collaboration with community partners will support this work. Expanding opportunities for land-based, community-led programming and ensuring consistent cultural guidance will further strengthen a Culture of Caring and support children, youth, and families in meaningful and responsive ways.



April 2025-March 2026 Community Prevention Team's Engagement in Community

PROGRAM	CIB	LNIB	NIB	SIB	UNB	TOTAL
Community Meetings	39	25	16	24	43	**147**
Support at Community Events & Programs	55	43	15	21	36	**170**







CULTURE & LANGUAGE

Our Culture and Language department works alongside families, caregivers, and staff, to embed culturally grounded programs and services influenced by nłeʔképmx and syilx traditional values. The department includes our Resident Elders, Cultural Integration Team, and Cultural Wellness Practitioners. Our resident elders guide the implementation of practice frameworks and weave teachings throughout programs and services, from development to delivery, through one-on-one and group support. Each team member has a deep understanding that culture is healing and ensures that culture stays at the heart of all decisions and services provided.

At the centre of this year's work was a focus on reconnecting children, families, caregivers, and community to culture, identity, healing, and growth. One of the most significant accomplishments was the completion of the 'Rites of Passage' training camp for four boys. The boys learned ceremonies, protocols, life skills, roles and responsibilities, crafts, and discipline while working with Elders, knowledge holders, and their parents. The culture team continues to hear that the boys are using what they learned and are greeted with open arms when they recognize one of their teachers.

Another highlight was the fourth annual "Staycation" Culture Event , which brought caregivers, children, and families together to strengthen cultural identity, foster meaningful connections, and support family reunification. The event provided children in care and their families with an opportunity to spend time together in a safe and supportive environment while participating in cultural and language activities, including sewing ribbon skirts and vests, making moccasins, lacing and painting drums, and practicing traditional self-introductions in both nłeʔkepmxcín and nsyilxcən. These gatherings are made possible through the generosity of many individuals who share their knowledge, time, patience, and dedication to healing through culture, while creating opportunities for families to reconnect without the added burden of planning logistics or financial barriers.

The culture department remains committed to providing cultural teachings in all the work they do. Some of the programs the team hosted in 2025-26 included Feel the Beat which provides cultural workshops to families, and our On The Land outings where community members could join us in harvesting plants and medicines. We also worked alongside the Community Prevention Team to support several community initiatives such as community culture camps, Indigenous Peoples Day, the annual Nicola Canoe Pull, Upper Nicola's Horsemanship Clinic, Coldwater's Calling Our Spirits Home ceremony, and other healing gatherings in community. Internally, support was provided for events such as youth gatherings and our Truth and Reconciliation Day event. The team also spent three days each month with new staff during orientation, teaching about the impacts of colonization, language and protocols, cultural approaches to self-care, and completing hands-on work such as commitment sticks and medicine pouches. The team also incorporated cultural teachings into monthly all-staff meetings, including prayer, storytelling, protocols, and teachings about plants and medicines. This work supports building respectful foundational relationships as part of moving from protection to prevention.

Traditional self-introductions in both languages are part of orientation, and new staff are able to use both nłeʔkepmxcín and nsyilxcən when greeting each other and in community. Culture is incorporated into event planning, with efforts made to ensure cultural guidance is contributed into the programs SCFSS develops. Culture is practiced daily in all areas of work.

Elders are involved in daily discussions, including event planning, team initiatives, and individual check-ins for guidance. Resident Elders support knowledge transfer and help support 'the shift from fear to love'. Their presence in all spaces is valued. The team also works with external knowledge holders to support programs and help welcome people with open arms and open hearts.

Communication with communities was maintained by staying connected to ongoing initiatives, showing up, and continuing to build relationships. Communities now reach out regularly to request support for events, and at times this results in the team being pulled in many directions.

The Cultural Wellness Practitioners (formerly called “Traditional Counsellors”) spent the year building their programs, taking relations onto the land for sessions, teaching cultural approaches to self-care, and supporting people in understanding themselves.

Looking back, key learning includes continuing the work already in place and expanding cultural involvement internally with staff and externally with communities and partner organizations. There is a continued commitment to being present and consistent while growing, healing, and living these ways of being. There is also a focus on celebrating achievements more (including cultural celebrations for Relations reaching new milestones) and supporting regular self-care.

Challenges included ongoing change, low capacity with several positions in the department remaining vacant, impacts of grief and loss, and limited collaboration which created competition for event scheduling. The responsibility of carrying culture and language remains strong. Learning and sharing knowledge continues to be a shared responsibility, with a goal of involving more staff, children, families, and communities.

With many transitions this year, there was limited capacity to grow the language team. The goal for 2026/2027 is to build the language team to support language programs and teachings across the organization and within communities.







COMMUNICATIONS

The Communications Team supports SCFSS by creating clear, transparent, and culturally grounded communications that connect communities, programs, and staff. We support the sharing of information by developing and maintaining newsletters, posters, reports, and social media. The team also started supporting teams with event planning, provided communications training, and supported internal processes.

Creating stronger connections between programs, leadership, communities, caregivers, and staff shaped much of the Communications team's work this year. Through team growth, improved planning systems, and more structured workflows, communications shifted from a largely reactive approach toward being more proactive, coordinated, and strategic. Planner-based tracking systems, standard operating procedures, communications timelines, request forms, and review processes strengthened consistency, accountability, and responsiveness across the organization.

The team's work focused on advancing One Voice communications, community engagement, cultural visibility, and governance awareness. Through newsletters, social media, videos, reports, printed materials, event promotion, and organizational updates, greater awareness was created around services, prevention initiatives, cultural programming, community events, and governance activities. Increased communications capacity, including the addition of an Event Planner, improved event coordination, strengthened promotion efforts, and increased the team's ability to document and share community experiences.

Some highlights from the year included learning new systems and processes that enabled the Communications Team to produce the 2024-25 Annual Report entirely in-house, reducing the need for external contractor support. The team also had the honour of supporting the Youth and Culture Team in the development of their presentation for the 2025 Our Children Our Way Conference, including coordinating the creation of videos featuring community members who shared their experiences with programs highlighted in the presentation, such as the Annual Youth Gathering and Staycation events.

This year reinforced the importance of strong systems, relationship-building, and proactive planning. Communications was most effective when program teams were involved early and clear processes existed for gathering information and approvals. Challenges included obtaining timely content from multiple departments, responding to a growing volume of requests, and balancing operational work with strategic planning. These experiences highlighted the importance of continued collaboration across teams and earlier involvement in program and event planning.

Supporting the visibility of nłeʔképmx and syilx culture remained an important part of the team's work. Cultural events, land-based activities, Elder teachings, community gatherings, and language initiatives were shared through newsletters, and other materials. Team participation in activities such as cedar bark harvesting also strengthened cultural understanding and influenced how stories were approached and shared. Elders and Knowledge Keepers continued to provide guidance as teachers, speakers, advisors, and cultural leaders, helping ensure communications remained grounded in cultural protocols, relationship-building, and community voice.

Communications also supported governance priorities by helping make information more accessible and transparent. Reports, newsletters, presentations, community updates, and event communications strengthened connections between leadership, staff, communities, and partners while supporting a stronger understanding of community-led child and family services. More structured communications systems and improved information-sharing processes contributed to strengthening One Voice and increasing community engagement.

New systems, onboarding processes, planning tools, and collaborative workflows improved how the team supports programs, families, and communities. Strong collaboration, leadership development, mentorship, cultural learning opportunities, and ongoing guidance from Elders and community all contributed to this progress.

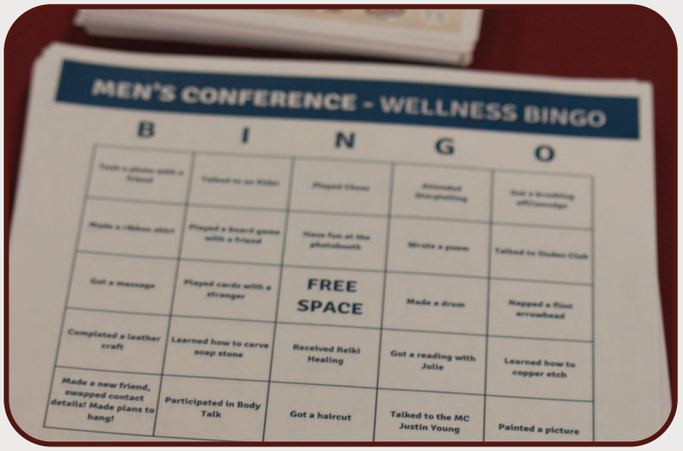
Indicators of growth included increased communications capacity, successful onboarding of new team members, enhanced presentation during staff orientation weeks, improved event planning and budgeting processes, growth in social media, newsletter, and event engagement tracking, stronger internal collaboration, and positive feedback from staff and community members.

Looking ahead, priorities include continuing to develop a strategic communications approach aligned with organizational priorities, expanding opportunities to share community stories, cultural teachings, and language initiatives, strengthening community feedback mechanisms, and increasing involvement in program planning and community events. The team will be moving photography and videography in-house and will be planning to develop more multi-media content to be able to share teachings with our communities in different ways. Continued investment in systems, relationships, cultural learning, and community voice will help ensure communications remains responsive, culturally grounded, and connected to the people it serves.













PROTECTION TO PREVENTION





YOUTH PREVENTION

Our Youth Prevention Department is composed of two teams that provide supports for young people aged 13-29. The Youth Wellness Navigation Team provides one-on-one support to help youth achieve their goals focusing on wellness and life skills, while also assisting them in navigating community resources and services. The Youth Connections Team supports youth in their transition to adulthood through education, employment, and housing planning. The team also delivers life skills-focused programs and events, as well as outreach and engagement for at-risk youth.

Together, both teams promote wellness, connection, personal growth, and resilience. Through prevention-focused programs, we aim to strengthen protective-factors that reduce barriers, build strong relationships, and empower young people to make positive life choices.

In 2025-26, increased access to prevention services and stronger connections to community supports shaped the Youth Team's work with children, families, and community. A noticeable shift came through the annual youth gathering, which led to a rise in self-referrals. Making self-referral forms available to front-line workers also contributed to this increase. As more youth began accessing services and programs, the impact extended beyond the individual to support families and communities. At the end of the fiscal year, the teams had 46 relations that they were providing ongoing support for.

The focus throughout the year was on building community engagement and capacity, strengthening trusting relationships, and shifting from fear to love. By letting the work speak for itself, the teams continue to show communities a commitment to prevention-based practices. This reflects a broader shift from protection to prevention, with more emphasis on proactive support.

This year also brought important learning. There has been a continued effort to realign with a prevention-focused vision, with a need to move further toward early intervention and away from crisis response. One challenge was not having consistent access to internal cultural supports, which delayed some of the cultural components of youth prevention work. At the same time, there is a clear understanding that focusing on culture as the heart of our work can have a strong and lasting impact on the Relations we work with. Looking ahead, the idea of a more dedicated youth area/centre with built-in supports stands out as an opportunity to further support our youth.

Connection and communication with community have been supported through sharing successes, taking training alongside youth, and meeting youth and families where they are at. Sharing positive stories has helped build interest and connection, as communities want to be part of that success. There is also recognition that more can be done in this area, both in sharing successes and in being open about challenges, with a focus on strengthening collaboration with communities moving forward.

Prevention and early intervention remained a priority throughout the year. Youth were supported in connecting to mental health professionals, employment opportunities, education, treatment centres, and on-the-land healing camps such as the Transformations program near Prince George. The team also worked more closely with band representatives to ensure that community voices were present in decision-making. A community-first protocol continues to guide this work, helping youth build meaningful connections and access supports early.

Culture continues to be part of daily practice. Time on the land is used for conversation, support, and learning with both youth and team members. Team activities often include medicine picking, traditional teachings, and coyote stories. There has been a shift toward more grounded, land-based approaches, creating space for youth to heal, share knowledge, and build skills as they move toward adulthood.

Creating a shift from fear to love has been reflected in how the team shows up. Youth are brought onto the land when they are in distress. Spaces remain open where youth can come for food, connection, and support. Relationships are maintained not only during difficult times but also during moments of success. Outreach included providing Christmas Boxes, carnival passes, and frozen meals for families and community members. Youth gatherings and conferences continue to demonstrate a shift toward prevention, while increased visibility and collaboration across Merritt and surrounding communities supports efforts to reduce stigma.

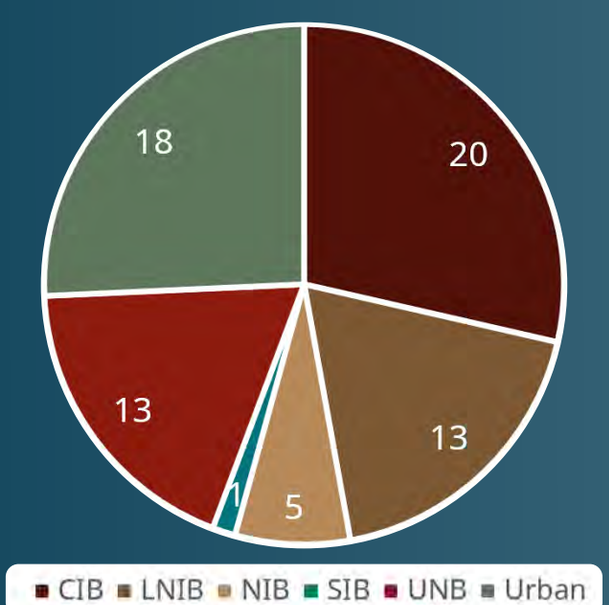
Trust continues to grow through consistent, relationship-based work. This includes meeting youth and families in their homes, maintaining communication, supporting caregivers during reunification visits, and being present for milestone moments. These approaches strengthen connection, build trust over time, and support ongoing advocacy within community.

One example of this work is a relation who self-referred for Youth Navigator supports after attending a youth gathering. At the start, the Delegated teams were involved, and over time the support shifted fully into prevention. They continue to stay connected through programs such as the our 'Youth in the Kitchen' cooking program with Chef Kim at NVIT, the weekly Youth Gathering Lodge Program, and participation as a youth delegate for the Our Children Our Way conference. They are now volunteering at community events and have expressed interest in becoming a youth worker.

Youth gatherings and conferences are grounded in land and culture. Participants have taken part in activities such as making ribbon shirts and ribbon hoodies, creating medicine pouches, and learning through traditional cooking. The impact of this work continues to grow, as demonstrated by increasing self-referrals, rising monthly stats, and the Annual Youth Gatherings, which have expanded from approximately 30 participants a few years ago to nearly 100 in 2025. The influence of this work is also creating positive ripple effects in other Nations and communities. Youth expressing an interest in becoming youth workers themselves reflects the meaningful impact of these efforts and demonstrates how the work is beginning to come full circle, inspiring the next generation of leaders and mentors.

There are ongoing challenges, including limited capacity, the need for additional staff, and the importance of strengthening internal processes and supports. Looking ahead, increasing team capacity and improving coordination will be important. The idea of having all SCFSS staff working under one roof is part of the team's vision to better support youth, families, and community moving forward.

Youth Wellness 1:1 Support





RELATION SUPPORT	CIB	LNIB	NIB	SIB	UNB	URBAN	TOTAL
Youth Wellness 1:1 Support	20	13	5	1	13	18	**70**

PROGRAM ACTIVITIES	TOTAL ATTENDEES
CLC Lunch & Learn (5 sessions Apr-Jun 2025)	73
Cooking Classes/Youth in the Kitchen Program (twice/mo. during Spring/Winter)	181
Youth Field Trips (River Rafting, Myra Canyon, Waterslides, Fishing, GOV conference)	35
Youth Trainings (Super Host, Food Safe, What the L Driver's Prep)	14
Total	**303**



303 Youth Activity Attendees



677 Meals distributed to community during Jan/Feb 2025. Food prepared by the 'Youth In The Kitchen' program



6+ Community Events our team brought youth to attend.

FAMILY & CHILD PREVENTION

Our Family and Child Wellness Teams support parents, young people, families, and communities by promoting wellness, connection, personal growth, and resilience. We believe everyone deserves access to guidance, resources, and opportunities that help support them to thrive. Through prevention-focused programs, we aim to reduce barriers, build strong relationships, and empower individuals to make positive life choices. Instead of waiting for crises, prevention focuses on building resilience and promoting healthy environments.

A shift toward uplifting and empowering Relations continued to guide the Family and Child Wellness teams' approach to prevention. This change in mindset has been important. When individuals are supported to define their own goals and take ownership of their progress, the outcomes tend to last. The work becomes something they carry forward, rather than something done for them.

During the 2025/26 fiscal year, Child and Family Wellness transitioned under a shared manager. Much of the teams' work centred on early intervention and prevention, with the understanding that many challenges within families begin when early support needs go unmet. Parenting can be complex, especially when children have experienced trauma, have additional needs, or show behaviours that are difficult to manage without support. Without guidance, these pressures can build over time and lead to strain within families. In some situations, this can result in involvement with Delegated Services. By stepping in earlier and working alongside families, there is more opportunity to support stability before things escalate.

Within this shared work, Child Wellness supported families whose children had additional needs, had experienced trauma, or displayed behaviours that parents and caregivers found challenging to navigate. Family Wellness supported families through substance use, domestic violence, and the process of navigating other services and systems needed to strengthen their families.

There has also been an ongoing effort to reinforce that prevention is not something that only guides service providers, but helps them "weave their basket" of support strands. Families and communities hold the responsibility. The teams' role is to guide and support, but it is family and community that sustain prevention. When supports are built around families in a way that connects them to community and other resources, it strengthens belonging and creates longer term networks that continue beyond the duration of services.

This was reflected in work that supported parents, caregivers, and children to reconnect with each other, their communities, and culture through reunification focused activities and family-centred supports. It was also reflected in the implementation of a "community first" approach, where families were connected to existing community resources and supports rather than having services replace those relationships, helping build networks that can support families long after formal involvement ends.

As was directed in our Nlaka'pamux Framework of Practice from our Elders Advisory Committee Member Kowaintco Michel:

"Community Members need to take more accountability. We need to sit down with our children and families. It can't all be on the Agency. We need to do this ourselves and provide the emotional, mental, and spiritual support. We have to take back that responsibility. We can take it back. Step up and do something. Our Children are our future."

This message closely reflects the approach reinforced through coaching over the past year. Prevention cannot rest solely with the Agency. The teams can provide guidance, resources, and support, but families and communities carry the relationships that sustain children throughout their lives.

This year highlighted the importance of cultural connection in this work. While many Relations are navigating both Western and cultural approaches, it has become increasingly clear that healing is often rooted in reconnecting with culture. That connection builds resilience, restores a sense of identity, and supports people in working through other challenges. It is not a separate part of the work, but part of the foundation.

One family's experience demonstrated how family ownership, cultural connection, and coordinated support can contribute to lasting change. A single mother of three neurodivergent children had struggled with alcohol use and feelings of disconnection from her roots as an Indigenous woman. Although she had ties to one of our Member Communities, her registration elsewhere created difficulties accessing community based supports and contributed to her feelings of being cut off from culture.

Delegated Services had been involved on multiple occasions. Family Wellness supports were implemented first, with Child Wellness supports added later. Despite several years of Secondary Prevention involvement, there was limited progress until the mother was ready to take ownership of her wellness.

She took control of her health and began attending events in the community to which she had ties. As she became stronger and more focused on her own wellness, changes were observed throughout the family. One child moved from self harming, barely attending school, and struggling to socialize to attending school full time and making friends. Sibling relationships were repaired, the family became happier, and they gradually became less reliant on service providers for support.

The family was honoured with a celebration to close Secondary Prevention services. They now independently access Primary Prevention programming to maintain the foundation of wellness they created. Their experience reflected the central learning behind the teams' empowerment approach: meaningful progress became possible when the family was ready to take ownership, with services guiding and supporting that change rather than trying to create it for them.

In practice, early intervention has meant working closely with both children and caregivers. This includes supporting families where children have additional needs, as well as those navigating trauma. In reunification situations, support is provided to both parents and caregivers while creating opportunities for connection between parent and child. Through shared activities, time in community, and cultural connection, these moments support relationship building. They also create space for parents to receive guidance in real time in a way that feels supportive.

Cultural learning within the teams grew through regular engagement with Elders and participation in cultural activities. This helped build knowledge and confidence, especially for those who did not grow up with these teachings. It also strengthened the teams' ability to bring culture into their work with children and families. While these opportunities became less consistent later in the year due to internal challenges, team members continued to build on what had already been learned.

The idea of prevention as a community responsibility has continued to take shape in practice. By involving community in collaboration and working from a "community first" protocol, the teams have been mindful not to replace supports that already exist within the community. Instead, the focus has been on strengthening those connections so families remain supported within their own communities.

Humanizing services has been an intentional part of the teams' work. Coaching has focused on how language is used, helping team members recognize how wording can be received and how to communicate in ways that feel respectful and validating. As staff build these skills, they share their learning with Relations. Cultural teachings are also shared and brought into interactions, becoming part of how support is offered.

Building trust has remained central to the work. From the start of services, families are given clear information about the teams' roles and reassured that Child and Family Wellness staff have no authority over their children. This helps reduce fear and creates a more open starting point. The work is grounded in listening, validating experiences, and offering alternative perspectives without judgment. Families are supported to make their own choices. Team members also attend school events, sports, and community activities, which supports relationship building outside formal settings.

Trust has also been strengthened through consistency. Following through on commitments, maintaining communication, and showing up when needed all contribute to reliability over time. Advocacy has taken place internally, especially around reducing delays in accessing supports such as child development tools, where administrative processes created challenges during the year.

There were also barriers that made progress more difficult at times. Capacity within leadership played a significant role, especially when leaders were carrying multiple responsibilities. This affected the level of coaching and guidance available to team members and, in turn, impacted clarity around roles and responsibilities.

Unclear role expectations and an excess of administrative processes led to unrealistic workloads, limiting the amount of direct support each family could receive. Communication challenges with Delegated Services also affected collaboration around the needs of some Relations. These challenges were connected in part to staffing pressures and limited communication capacity within Delegated Services due to workloads.

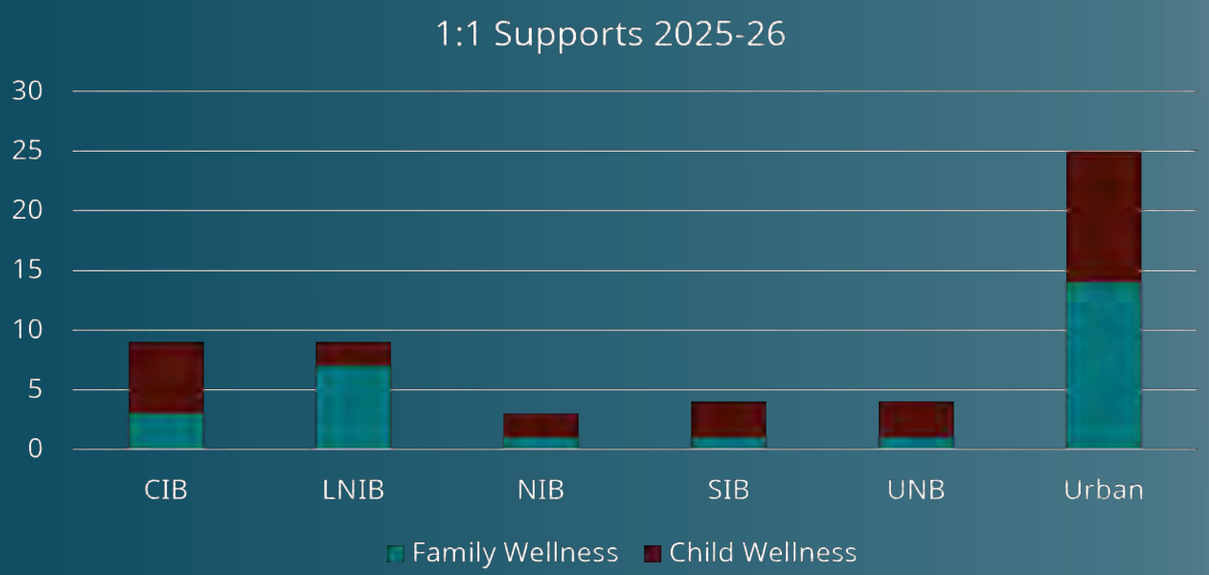
Looking ahead, there are clear areas for strengthening the work. There is a need for stronger clarity around how Prevention Teams and Delegated Services Teams work alongside each other. Maintaining boundaries that allow Secondary Prevention to function as intended is important. Ensuring that Relations referred by Delegated Services are ready to engage in supports and managing workloads so the work remains focused, relational, and outcomes oriented will also support better outcomes.

There is also a need for more collaborative decision making involving input from all levels and more structured onboarding for those entering into leadership roles. A focus in the coming year will be creating clearer roles and more effective administrative processes to allow team members to spend more time supporting Relations directly.

Overall, this year reinforced that prevention work is relational, gradual, and grounded in consistency. Early support, cultural connection, family ownership, and strong relationships all contribute to keeping children connected to their families and communities. Strengthening capacity, improving communication, and continuing to support both team members and leadership will be important going forward.

April 2025-March 2026 Relations Who Received One-on-One Secondary Prevention

PROGRAM	CIB	LNIB	NIB	SIB	UNB	Urban	TOTAL
Family Wellness	3	7	1	1	1	14	**27**
Child Wellness	6	2	2	3	3	11	**27**
Total	**9**	**9**	**3**	**4**	**4**	**25**	**54**





MEN'S & WOMEN'S GROUP

The Men's and Women's groups are hosted by Scwe'xmx Child and Family Services as Primary Prevention programs open to all community members. The programs strengthen bonds through events and workshops focused on wellness, healing, mentorship, and traditional teachings.

Prevention begins with connection. Throughout 2025-2026, the Men's and Women's Groups created spaces where people felt welcomed, valued, and connected to one another. Members from all five bands and the urban community came together through cultural activities, recreation, family events, wellness programming, and shared meals.

These groups are able to create positive impacts to our community members through consistent, culturally grounded gathering spaces. Regular opportunities to spend time together helped strengthen relationships, reduce isolation, and increase connections to community, culture, and peer support. They also gave trust time to develop naturally.

Community input helped shape the programming throughout the year. Engagement dinners, participant discussions, storytelling opportunities, and ongoing conversations identified a need for connection, healing, positive recreation, cultural engagement, and safe opportunities to learn from one another. People were able to participate at their own pace and engage in ways that felt comfortable.

Monthly Women's Group gatherings centred on creativity, cultural learning, relaxation, and social wellness. Activities included flowerpot painting and planting, Four Food Chiefs teachings, creative project and sewing nights, paint nights, bingo gatherings, movie nights, games, vision boarding, and family celebrations. Shared meals, child minding, Elder support, and smudging opportunities helped create an accessible and welcoming space for women, mothers, and caregivers.

The Men's Group offered a broad range of ways to get men involved. Retreats, bowling and family dinners, golfing, paintball, hockey, and family ice fishing provided informal opportunities for connection and recreation. Cultural learning and wellness were supported through the Stein Valley hike, chert knapping, community engagement dinners, sweat lodge ceremonies, outreach activities, a Cultural Wellness Day, and a two day Life Skills and Wellness Conference at NVIT.

One of the year's most meaningful gatherings took place at Tunkwa Lake. More than 25 men total from Upper Nicola, Lower Nicola, Nooaitch, Shackan, Coldwater, and the urban community attended the Survival Skills Gathering. Survival skills instruction, medicine teachings, cultural mentorship, learning on the land, and a sweat lodge ceremony brought men together to learn from Knowledge Keepers while strengthening relationships across communities.

For some, simply showing up was meaningful. Men were able to listen, take part in an activity, or spend time with others without being expected to speak or share before they felt ready. This created a supportive environment where trust, mentorship, and peer relationships could grow through shared experiences.

The Men's Group also gave community members opportunities to help shape future programming. Engagement dinners were held in Nooaitch, Shackan, Coldwater, Lower Nicola, Upper Nicola, and the urban community to gather input on men's wellness priorities. These conversations identified interest in additional sweat lodge opportunities, local facilitators, mentorship, leadership development, and continued cultural wellness activities.

Culture was woven throughout the work of both groups. Four Food Chiefs teachings, Elder involvement, natural medicine teachings, fishing, chert knapping, cultural storytelling, sweat lodge ceremonies, and learning on the land connected participants with cultural knowledge, identity, community values, and traditional ways of learning and healing. Elders, Knowledge Keepers, facilitators, and community leaders played an important role in supporting these experiences.

Bringing families into the programming strengthened connections across generations. The Men's/Women's Group Christmas Dinner, family ice fishing event, and other activities that welcomed children and relatives created opportunities for families to spend meaningful time together. Child minding and child friendly Women's Group gatherings also reduced barriers for mothers and caregivers, helping them remain connected to the group.

The impact was reflected in both participation and feedback. Several events welcomed more than 25 people, participation continued throughout the year, and members from all five bands and the urban community were represented. Participants described increased connection, belonging, friendship, enjoyment, healing, reflection, confidence, personal growth, and cultural connection. Interest also grew around sweat lodge ceremonies, cultural wellness opportunities, and involvement in future planning.

Through welcoming and non-judgmental spaces, the groups contributed to the organization's vision of moving from fear to love. Shared meals, laughter, recreation, creativity, ceremony, Elder support, and informal conversations helped participants feel valued and respected. The emphasis remained on relationships and shared experiences rather than formal service delivery.

Transportation limitations, competing responsibilities, geographic distance, and different comfort levels with group activities continued to affect participation. Coordinating programming across multiple communities also required considerable time and resources. These challenges reinforced the importance of reducing barriers wherever possible.

Another challenge was that the Men's and Women's Groups fell within the Family Wellness Team's responsibilities. While the Men's Group had a dedicated coordinator, the Women's Group was led by Family Wellness Coordinators alongside their primary work with families. To strengthen support for these programs going forward, the Culture Team will provide additional assistance to the Women's Group. The business plan also proposes creating a separate Groups Team to provide dedicated coordination for both programs.

Looking ahead, the groups will continue using community feedback to guide future planning. Opportunities include expanding cultural and wellness programming, increasing community based sweat lodge opportunities, strengthening peer mentorship, supporting participant led activities, creating additional family focused gatherings, and increasing outreach.

The Men's and Women's Groups provided more than a schedule of activities. They created consistent places for people to gather, reconnect, learn, laugh, and support one another. In doing so, the groups strengthened relationships across communities and contributed to the connection, belonging, and cultural grounding that support individual, family, and community wellness.

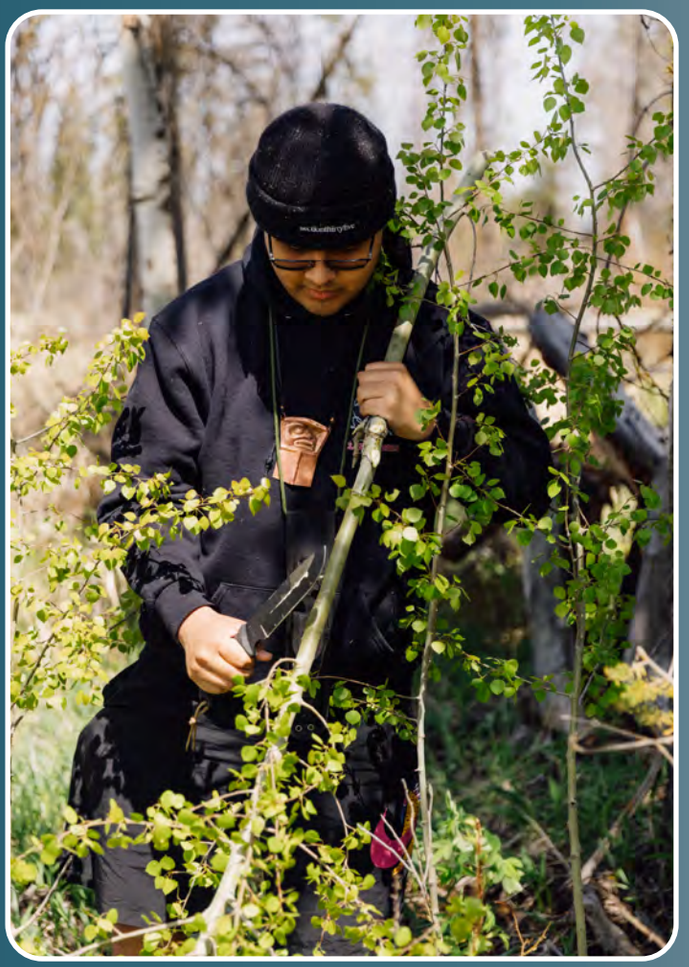


PROGRAM	Total Attendees
Community Engagement Dinners (6)	95
Men's Wellness Conference	89
Survival Skills	26
Stein Valley Hike	9
Golfing	20
PAL Training & Sweat	25
Centennials Game & Pizza	25
Paintball	26
Mens/Women's Group Christmas Dinner	131
Family Ice Fishing	68
Bowling	15
Sweats in Community (6)	28
Total	**557**

PROTECTION TO PREVENTION















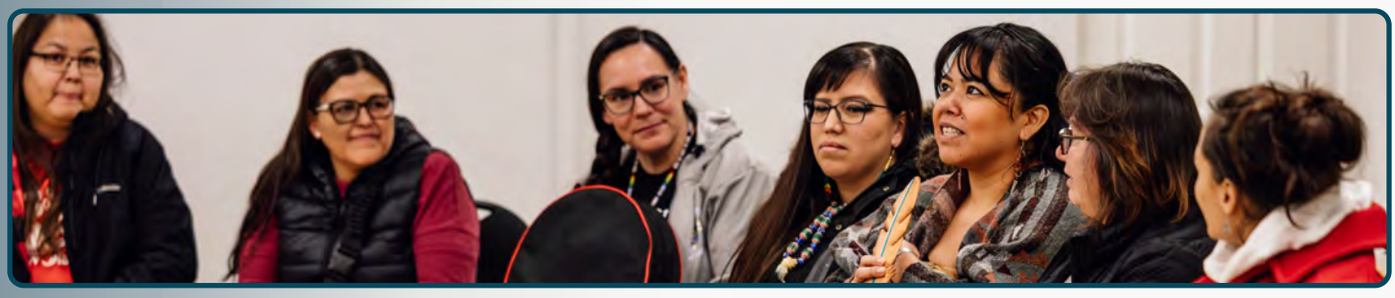
















DELEGATED SERVICES

The Delegated Services Department carries a sacred obligation to protect children and youth from harm while honouring traditional values and family systems. Through its various teams focused on Resource/Caregiver Supports, Quality Assurance, Intake/Community Navigation, and Reunification/Guardianship teams, the department provides culturally grounded services that strengthen families, reduce harm, and support positive outcomes for children. The teams work collaboratively with families and community partners to identify strengths, address risks, and promote healing through approaches that honour traditional values and family systems. When safety concerns arise, the focus remains on preserving cultural identity, maintaining meaningful family and community connections, and supporting reunification whenever possible. Guided by a commitment to cultural integrity and belonging, the department strives to prevent unnecessary removals, uphold the dignity of children and families, and restore traditional practices that foster long-term wellness and resilience.

Throughout the fiscal year, the Delegated Services Team continued to strengthen its prevention-focused practice by building stronger community partnerships and enhancing internal processes. Improved service evaluation results, and increased coordination between the Delegated Services and Finance teams contributed to children remaining connected to their families and communities, reducing unnecessary protection involvement, and supporting reunification outcomes.

The team worked on building stronger relationships with Upper Nicola's kʷu stəmtíma? through 'Caring for Our Relations', a forum where community members, leadership, and staff come together to review services, share feedback, and help guide decisions affecting children and families

One of the strongest areas of progress was the increasing alignment between practice, accountability, and community voice. Improved evaluation results demonstrated greater consistency in service delivery, stronger documentation practices, and more intentional follow-through on care plans. Regular engagement with Upper Nicola's kʷu stəmtíma? through the Caring for Our Relations review meetings created meaningful opportunities for shared decision-making and guidance informed by community knowledge, family strengths, and cultural continuity. This collaborative approach continues to strengthen relationships and shape more culturally responsive services. Accountability and communication remain central to the department's work and are supported through the Caring for Our Relations reviews, monthly meetings with Band Representatives, ongoing consultation with community partners, and regular reporting processes. Together, these forums promote transparency, strengthen collaboration, and ensure community voices remain integral to planning, decision-making, and service delivery.

Work also focused on building capacity within the team. Recruiting additional social workers, strengthening Agency Navigator and Case Aide supports, and improving community navigation processes helped increase consistency in service delivery and improve access to supports for families. Improved coordination between Delegated Services and Finance reduced delays and administrative barriers, supporting more timely access to services and resources.





Several important lessons emerged throughout the year. Feedback from the Caring for Our Relations review meetings reinforced the importance of community voice and culturally grounded practice. There was also a continued shift toward integrating culture earlier in care planning, reunification planning, and family decision-making processes. Moving away from colonial language and toward approaches that help families feel respected, understood, and connected remains an important part of developing our own practice.

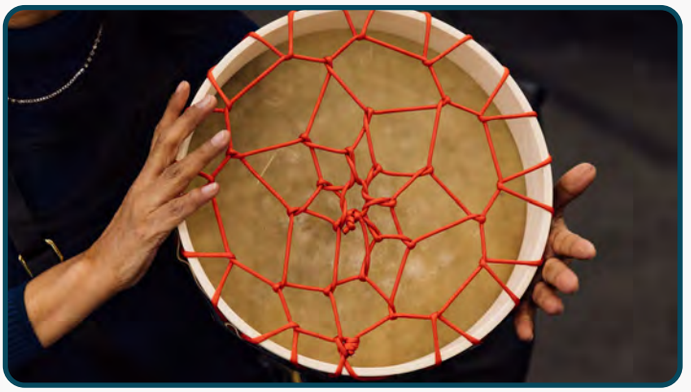
Challenges included vacancy in leadership roles, high caseloads, and administrative demands that limited opportunities for early intervention and prevention planning. Supporting social workers with stronger leadership, stable administrative supports, and manageable caseloads remains a priority. Continued collaboration with community partners and Designated Band Representatives will also be important in maintaining momentum and improving outcomes.

Bringing and keeping children home remained central to the team's work. Relationship-based engagement with families and caregivers supported reunification efforts and strengthened connections to culture and community. The annual culture Staycation gathering brought caregivers, children in care, families, and relatives together in a culturally safe environment that supported healing, connection, and belonging. Culture is also being incorporated earlier in care planning, family meetings, and reunification discussions, helping strengthen family voice and cultural identity throughout the service journey.

Caregiver recruitment and support remained a key area of focus throughout the year. Community information sessions generated interest from potential caregivers interested in providing in-community homes. Initiatives such as Staycation, increased family and caregiver access to cultural teachings, and a Caregiver Appreciation Ceremony helped strengthen relationships and support for existing caregivers. Conversations around respite, mental health resources, wellness, and caregiver supports also highlighted the importance of supporting caregivers beyond placement needs alone.

Overall, the year reflects meaningful progress in strengthening delegated services through improved practice, stronger coordination, deeper community partnerships, and a continued commitment to prevention. Increased staffing supports, improved service evaluation outcomes, stronger caregiver engagement, and ongoing guidance from Designated Band Representative and Caring for Our Relations reviews have all contributed to keeping children connected to their families, cultures, and communities.









PLACEMENTS (Children and Youth supported by the Delegated Team in March 2026)							
Registered to	**CIB**	**LNIB**	**NIB**	**SIB**	**UNB**	**Urban**	**TOTAL**
ILA & YAG	0	0	0	0	2	4	**6**
SAJE (19+)	2	0	0	0	1	9	**12**
CYIC – non-indigenous care home	3	1	1	0	0	6	**11**
CYIC – Indigenous care home	7	0	0	0	1	3	**11**
CYIC- staffed resource home	0	0	0	0	0	0	**0**
Kinship-EFP	1	4	0	2	2	10	**19**
Kinship-TCO	0	0	0	0	1	3	**4**
Total By Band	**13**	**5**	**1**	**2**	**7**	**35**	**63**





2025/26 CLOSURE OUTCOMES							
Registered To	**CIB**	**LNIB**	**NIB**	**SIB**	**UNB**	**Urban**	**TOTAL**
Age of Majority	1	0	0	0	1	2	**4**
Permanent Transfer of Custody	0	0	2	0	1	0	**3**
Parent(s) able to resume care	0	4	0	0	0	3	**7**
Other	0	0	0	0	0	2	**1**
Total By Band	**1**	**4**	**2**	**0**	**2**	**6**	**16**

ACRONYM GLOSSARY

PLACEMENT TYPES

ILA- Independent Living Agreement

- Provides support to a youth who is preparing for adulthood to live more independently while still in care with SCFSS.

YAG- Youth Agreement

- Provides support and services to a youth aged 16-19 who is unable to live with their family and needs assistance to live safely and independently.

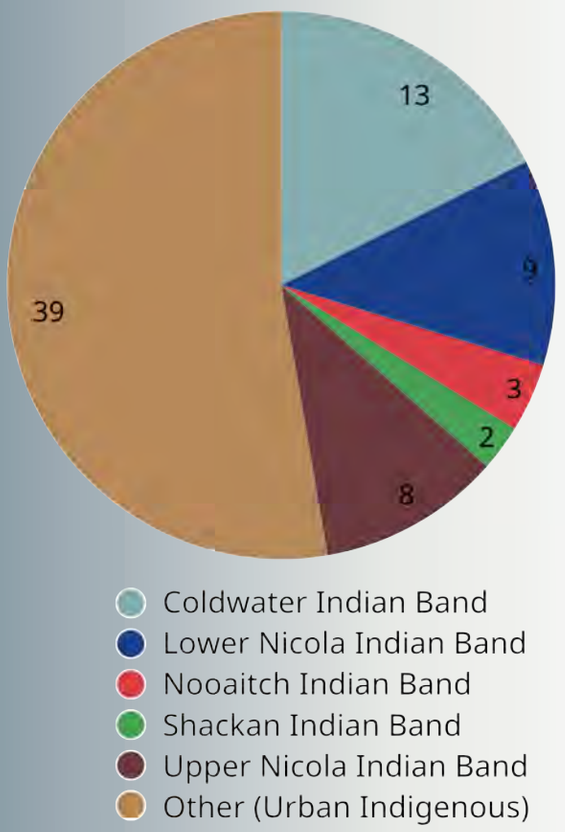
SAJE – Strengthening Abilities and Journeys of Empowerment

- Provides eligible young people aged 19-27 with care experience support as they transition into adulthood and greater independence

CYIC – Child/Youth in Care

- Children and youth who are in care of Scw'exmx Child and Family Services and living away from their family home.

Children Associated with Delegated Services 2025/26



Non-indigenous care home

- The caregiver that the child/youth are living with is non-indigenous

Indigenous care home

- The caregiver that the child/youth are living with is indigenous/family member

Staffed resource home

- A home where trained staff provide care and support to children or youth.

Kinship (OOC – Out of Care)

- An arrangement where a child or youth lives with extended family or another trusted caregiver. Custody and guardianship vary depending on the type of arrangement. (EFP, TCO)

EFP – Extended Family Program

- The parent voluntarily authorizes a relative or trusted person to care for the child.

TCO – Temporary Custody of Other

- Custody is temporarily granted by the court to someone other than the parent

CLOSURE OUTCOMES

Age of Majority

- The file was closed because the youth reached the age of majority and is now considered an adult. Child and youth services have ended, they may be eligible for adult transition supports, such as the SAJE program.

Permanent Transfer of Custody

- Custody is permanently transferred to the caregiver, who becomes the child's legal guardian

Parent(s) able to resume care

- The child services case is closing because the parent is able to safely care for their child again.
- The concerns that led to involvement have been addressed, and the parent has shown they can meet the child's needs and provide a safe, stable home.

GROWING OUR PEOPLE





HUMAN RESOURCES

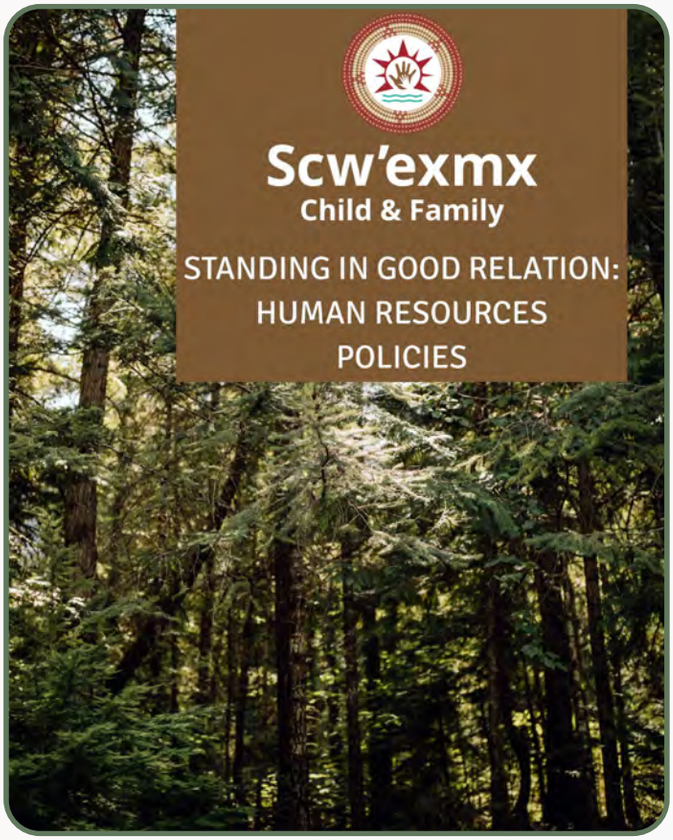
The HR Team at Scw'exmx Child and Family Services exists to strengthen Indigenous self-determination by supporting a healthy, empowered workforce. We are guided by cultural values and a commitment to creating safe, respectful, and inclusive workplaces. Our purpose is to ensure that every employee feels supported and equipped to deliver services that help families remain whole, strong, and thriving. Through our work, we contribute to eliminating systemic barriers and advancing community-led care.

Supporting the people behind the work remained the central focus of the Human Resources Team throughout a year of organizational growth, leadership transitions, restructuring, and workforce development. One of the most significant contributions this year was strengthening the organization's internal people systems through recruitment modernization, leadership development, organizational realignment, and culturally grounded workforce planning. Recruitment processes were strengthened through the development of recruitment tools, screening processes, interview guides, onboarding plans, and job description frameworks. Human Resources also supported organizational restructuring initiatives designed to clarify roles, strengthen accountability, and create long-term career pathways for staff.

This work was supported through collaboration with operational leaders, external Human Resources consultants, and community-informed recruitment practices. Significant effort was invested in ensuring workforce development aligned with Indigenous values, cultural safety, trauma-informed leadership, and the organization's commitment to **"Standing in Good Relation".**

In 2025-26, The Human Resources team focused on recruitment and workforce planning, leadership and supervisory development, cultural practice frameworks, trauma-informed workplace practices, internal capacity building, succession planning, employee retention, and career pathway development. These priorities reflected the organization's growth, restructuring, leadership transitions, and ongoing workforce development needs. The focus was on ensuring the organization could attract, develop, and retain qualified staff while strengthening culturally grounded practices and reducing reliance on external supports. Other priorities included working with the Information Technology and Finance teams to launch the new software to streamline Human Resources and payroll processes. The team also introduced a new Human Resources Policy Manual that not only ensure compliance with BC employment standards, but also reflects our commitment to culturally-guided and trauma-informed approaches in how we work together.

Several important lessons emerged throughout the year. One of the clearest was that successful recruitment and retention involve more than filling vacancies. Employees are more likely to remain engaged when they understand career pathways, receive meaningful supervision, have access to development opportunities, and work within a culturally safe environment. The year also reinforced the importance of clearly defined recruitment processes, role clarity, onboarding supports, leadership training, and succession planning. As the organization continued to evolve, managers required support to address employee relations, performance support, attendance management, and workplace conflict in ways that were consistent and trauma-informed.



Challenges included limited Human Resources capacity, competing operational priorities, leadership transitions, and balancing immediate recruitment demands with longer-term workforce planning. These realities often required careful prioritization while continuing to support organizational growth and development.

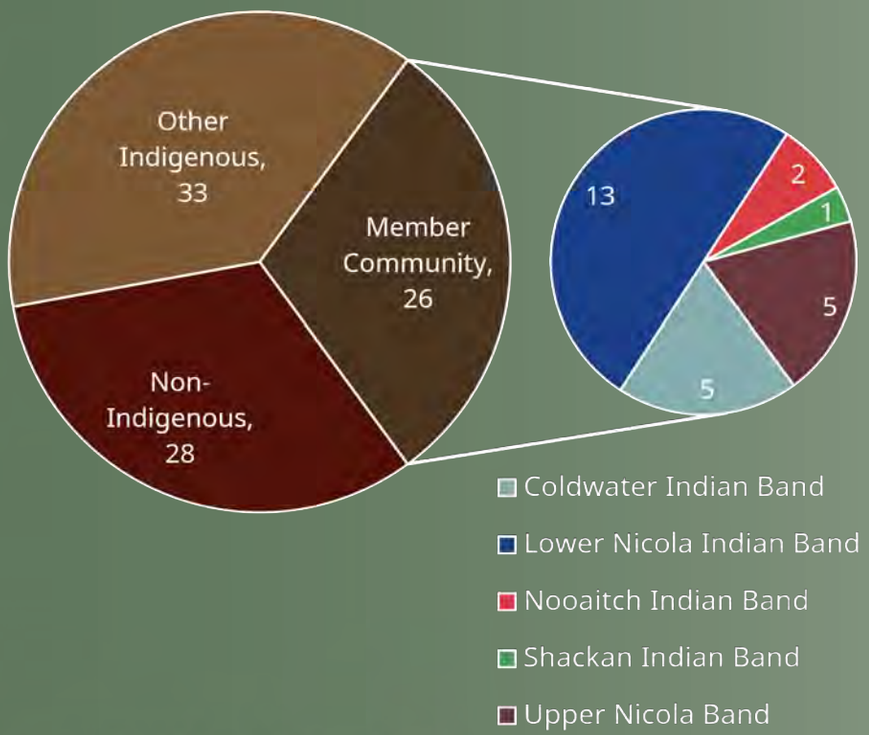
Community expertise remained an important part of recruitment and workforce planning. Human Resources integrated culturally grounded hiring practices, collaborated with Indigenous recruitment partners, and worked with leaders and knowledge holders throughout recruitment processes. Recruitment materials, job descriptions, interview processes, and executive-level searches emphasized cultural competence, community relationships, and an understanding of Indigenous child and family services systems. This helped ensure candidates were considered not only for their technical qualifications but also for their ability to contribute within a culturally grounded environment.

Retention efforts focused on creating opportunities for employees to grow within the organization. Human Resources supported internal role transitions, promotions, revised job descriptions, succession planning discussions, and career pathway development. Organizational reviews examined how administrative, quality assurance, delegated services, and leadership positions could be structured to create greater clarity, growth opportunities, and organizational sustainability.

Leadership development was also a priority. Work took place to explore and procure specialized training focused on supervisory skills, communication, progressive discipline, attendance management, conflict resolution, and culturally grounded leadership practices. Relationship-building, ongoing coaching, and collaborative problem-solving contributed to employee engagement and supported staff who remain committed to the organization's vision and values.

The year also highlighted a shift in how leadership is understood within the organization. Rather than relying solely on traditional supervisory models, Human Resources explored approaches grounded in Indigenous values, trauma-informed practice, relational accountability, and cultural safety. This work supported a broader understanding of leadership as relationship-building, cultural stewardship, and supporting employee growth.

April 2025-March 26 Staff Demographics



Staff Retention 2025/26	# of Staff
April 2025	78
Mar 2026	87

The investment in learning, mentorship, and supportive leadership has helped create opportunities for growth, confidence, and meaningful engagement in our work and community."

Trauma-informed practice remained an important area of focus. Workforce development initiatives emphasized trauma-informed communication, restorative feedback, non-punitive attendance management, psychologically safe workplaces, and culturally grounded conflict resolution. Discussions about employee support increasingly focused on balancing accountability with wellness, healing, and relational approaches. The organization also invested in workplace investigation and trauma-informed interview training to strengthen leaders' ability to respond appropriately to sensitive employee concerns while minimizing re-traumatization and supporting psychological safety.

Workforce growth throughout the year reflected these efforts. Staffing increased from 78 employees in April 2025 to 87 employees by March 2026. Employees came from across the communities and Nations served by SCFSS, alongside Indigenous and non-Indigenous staff who contribute to the organization's work. This growth reflects both increasing organizational capacity and the ongoing importance of building a workforce connected to the communities it serves.

Looking ahead, Human Resources identified several priorities, including expanding leadership and supervisory training, enhancing onboarding processes, increasing mentorship opportunities, continuing succession planning efforts, and further developing culturally grounded Human Resources practices. There is also a continued commitment to integrating trauma-informed and Post-Traumatic Growth principles across the organization while creating clearer pathways for internal advancement and employee development.

Behind every service provided is a workforce equipped to support children, youth, families, and communities. Continuing to invest in staff development, leadership capacity, and employee wellbeing will help ensure the organization remains strong, responsive, and prepared for future growth.







INFRASTRUCTURE ALIGNMENT





OPERATIONS

The Operations Team provides the essential services that keep SCFSS running safely and effectively. Through facility and fleet management, security services, administrative support, and operational coordination, the team ensures staff have the resources, spaces, and support they need to serve children, youth, and families. Guided by Indigenous values and a commitment to community well-being, the Operations Team works behind the scenes to create safe, welcoming environments and support the organization's mission of strengthening families and communities.

Keeping the organization's spaces, systems, and day to day operations running smoothly remained at the centre of Operations throughout the 2025-26 fiscal year. As the organization experienced office moves, staffing transitions, changing space requirements, and growing operational demands, the team focused on strengthening the infrastructure that allows staff to deliver services with as little disruption as possible.

One of the most significant areas of work was the coordination of office relocations and workspace realignments. Operations managed equipment tagging, building access, and workspace setup in advance of transitions. Clear communication and planning helped staff move with minimal downtime and ensured services continued without interruption.

Alongside these transitions, new tracking and inventory systems were introduced across operations, safety, and facilities. Inventory lists with assigned locations, fleet and fire extinguisher inspections, first aid inventory tracking, janitorial supply monitoring, vehicle inspections, and sign-out processes all contributed to stronger accountability and oversight. By creating clear, shared systems, equipment and supplies became easier to locate, maintain, and monitor.

Reporting and workflow improvements were another major focus. Shared tracking tools, operational spreadsheets, inspection records, and reporting processes improved visibility into operational activities while supporting more consistent decision-making. Monthly reporting on facilities, security, fleet operations, and request volumes provided leadership with clearer information about operational pressures and resource needs.

Many of these improvements happened behind the scenes but directly supported prevention-focused work. The Operations Team coordinated facilities, logistics, travel arrangements, resource requests, and event supports that allowed teams to spend more time working in community and delivering services. Facilities and operational planning also supported Elder participation and community gatherings by helping create safe and welcoming spaces for people to connect.

The year brought challenges as well. High volumes of operational requests, competing priorities, vendor timelines, equipment availability, and building maintenance issues all required ongoing attention. As systems evolved, there was also a continued need to support consistent understanding and use of operational processes across teams.

Strong collaboration with IT, Human Resources, Finance, leadership, and program teams was central to the year's progress. Improved coordination led to more consistent access management, quicker resolution of system and permission issues, and better support during office moves and staff transitions.

Looking ahead, priorities include continuing to develop standard operating procedures, strengthening reporting practices, and expanding the use of centralized digital systems to support inventory management, safety inspections, fleet tracking, and operational requests. Ongoing collaboration across departments will remain important to ensuring operational systems continue to support prevention-focused and community-led service delivery.

Overall, the year reflected steady progress in strengthening the systems, processes, and supports that staff rely on every day. Through practical improvements to coordination, reporting, technology, and facilities management, The Operations Team helped create a stronger foundation for service delivery across the organization.



INFORMATION TECHNOLOGY

The Information Technology (IT) team at SCFSS works together to provide secure, reliable, and efficient technology services across the organization. The team supports staff by maintaining hardware, software, networks, communication platforms, and cybersecurity systems while ensuring the protection of organizational data and compliance with privacy and data sovereignty requirements. Through technical support, system management, staff training, and ongoing technology improvements, the IT team helps create seamless day to day operations that enable SCFSS to focus on its mission of supporting children, youth, and families.

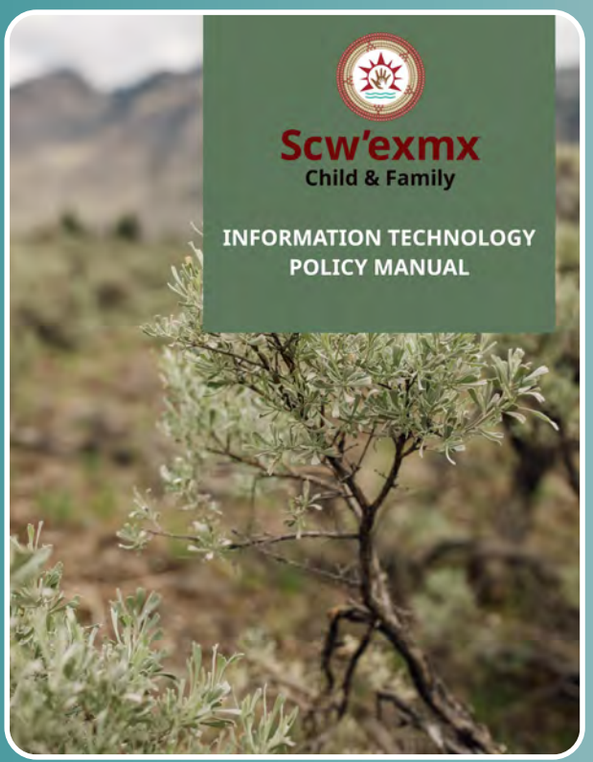
Building a stronger and more self-sufficient technology environment remained the focus of Information Technology throughout the 2025-2026 fiscal year. The final transition from externally managed IT services to an internally managed IT model was one of the most significant accomplishments of the year. This gave the organization greater control over its technology environment, strengthened its ability to support staff and manage systems, and allowed the team to respond more quickly to operational needs. Much of the governance, modernization, security, data stewardship, and capacity building work completed during the year was made possible by this transition.

A key achievement was the development of the Society's first comprehensive IT governance framework, including the implementation of its first IT Policy. This established a foundation for governance, security, acceptable use, and long-term technology planning while creating clearer expectations and greater consistency across the organization. Together with ongoing modernization and system standardization efforts, these changes improved system reliability, reduced downtime, and strengthened internal capacity.

The team's work focused on IT modernization, reporting and data governance, change management, and system integration. Standardized systems and processes helped reduce operational risk, improve efficiency, and support more consistent service delivery. New tools, including a password management solution, remote management tools, and secure cloud collaboration tools, strengthened how information is managed, maintained, accessed, and shared across teams.

The full implementation of the Society's new Human Resources Information System was another important accomplishment. The system replaced manual, paper based processes with a secure and streamlined approach to managing employee information and onboarding new staff. This improved consistency, reduced administrative work, and created a more efficient process for supporting employees from the beginning of their time with SCFSS.

Cybersecurity awareness also remained an important part of building a safer technology environment. Organization-wide training provided staff with information and resources to help recognize and respond to evolving digital threats. Orientation reminders, staff resources, monitoring, and stronger security practices further supported the organization's ability to protect systems and information.



"The IT orientation reminders and resources are very helpful."

~SCFSS staff member

The year reinforced the importance of documentation, training, and knowledge transfer. Transitioning systems and technical knowledge from external providers while maintaining service continuity required significant coordination, particularly during a period of organizational growth and change. These experiences highlighted the need for clear processes, ongoing staff support, and continued investment in internal knowledge development. Training, knowledge sharing, and improved tools also contributed to the continued growth of a capable internal IT team.

Staff benefited from more reliable systems, reduced downtime, faster response times, and more consistent access to the technology required for day to day work. Standardized practices and clearer expectations reduced inconsistencies and helped staff spend less time addressing technical challenges and more time focused on service delivery.

"The IT team is responsive, professional, and always willing to help."

~SCFSS Team Leader

Data stewardship and sovereignty remained important considerations throughout this work. Strengthening internal management of systems and information increased the organization's ability to maintain security and stewardship of community data. Governance and policy development also reinforced a commitment to managing information in ways that respect community values, rights, and responsibilities.

The team's commitment to stewardship extended to the Society's financial resources. IT identified and resolved billing discrepancies with technology vendors, recovering unexpected credits and reducing ongoing costs. Monthly phone service costs were also lowered through the consolidation of underused accounts. These efforts helped ensure the Society's technology resources were managed responsibly while maintaining the services staff need.

Collaboration across departments helped ensure technology solutions reflected operational needs and supported service delivery. Standardized systems, shared tools, and direct engagement with staff improved access to information, reduced duplication, and strengthened consistency across teams. The transition to internal IT services also enabled stronger relationships between departments through more responsive and accessible support.

Looking ahead, priorities include advancing system integration, strengthening governance and lifecycle management practices, improving reporting capabilities, expanding secure cloud collaboration, and continuing to mature cybersecurity practices through training, monitoring, and risk reduction. Continued investment in people, knowledge sharing, and improved tools will support the next stage of development as the organization continues building a scalable, secure, and policy driven technology environment.

Overall, the year reflects meaningful progress in strengthening internal technology capacity, governance, data stewardship, cybersecurity, and system reliability. The transition to an internally managed IT model provided the foundation for much of this work, giving SCFSS greater control over its technology environment and strengthening its ability to support staff and respond to organizational needs. Through modernization, standardization, and a commitment to internal capability, IT helped create a stronger foundation for staff, services, and long term organizational sustainability.

IT by the Numbers:



1,000+ staff support requests resolved



100% of staff completed cybersecurity awareness training



1st comprehensive IT Policy and governance framework



Expanded secure cloud tools across the organization

FINANCE TEAM

The Finance Team plays a critical behind-the-scenes role in supporting the effective and responsible operation of Scw'exmx Child and Family Service Society. Through dedicated functions in payroll, accounts payable, and purchase order management, the team ensures employees, vendors, and caregivers are supported accurately and efficiently. The department works closely with managers to monitor budgets, coordinate funding agreements, prepare financial reports, and support strategic planning and decision-making. The team also ensures compliance with employment standards legislation, collective agreements, and funding requirements while maintaining accurate reporting for funding agencies and the Board of Directors. By promoting financial accountability, organizational efficiency, and strong internal communication, the Finance Team helps safeguard the organization's financial health and ensures resources are aligned to support children, youth, families, and communities.

Strengthening the financial systems that support every program across the organization remained at the centre of the Finance team's work this past fiscal year. Accurate reporting, improved coordination across departments, and responsible financial management helped create stability while supporting the delivery of services to children, families, and communities. A significant contribution was ensuring that reporting to funding agencies and the Board of Directors remained accurate, up to date, and aligned with funding agreements while improving internal financial coordination across the organization.

This work was supported through strong collaboration across teams, consistent communication with internal staff and external funders, and a continued focus on compliance and accountability. Maintaining accurate payroll processes, supporting budget planning, and ensuring vendor and program payments were processed efficiently helped strengthen transparency and reliability across financial operations.

The Finance team focused on improving financial processes, reporting accuracy, workflow efficiency, budgeting, reporting, and integration across teams. Supporting managers with developing program budgets helped ensure funding from contracts, grants, and Indigenous agreements was allocated appropriately and transparently. Accurate and timely reporting for audits, funders, and the Board of Directors remained a priority, while collaboration across departments recognized that finance processes affect every area of the organization, from payroll and vendor payments to planning and service delivery.

Supporting managers in understanding and monitoring their budgets was also an important part of the work. Managers were set up in the accounting software and provided with training to help them more effectively monitor and manage program budgets. This contributed to greater visibility into financial information and supported informed decision-making across departments.

Several challenges affected progress throughout the year. One of the most significant was the limitation of the current accounting software, which requires duplicate data entry, limited automation, and manual tracking outside the system. These inefficiencies increased the time required to reconcile information and highlighted the need for more modern tools and streamlined processes. Balancing high-volume operational responsibilities such as payroll, accounts payable and receivable, and reporting requirements alongside broader strategic initiatives also required ongoing attention. Managing compliance across multiple funding agreements and regulatory requirements added further complexity, while responding to the diverse needs of departments across the organization required continual prioritization and strong communication.

Even with these challenges, improvements were made to workflows and reporting processes. More structured coordination across payroll, accounts payable and receivable, and reporting activities increased efficiency and consistency. Daily tracking, reconciliation processes, and structured reporting workflows supported more reliable payroll processing, enhanced accuracy in financial reporting and audit preparation, more timely reporting to funders, and improved coordination with both internal departments and external partners. These improvements contributed to smoother operations, stronger compliance, and increased organizational trust.

Finance also played an important role in supporting community-centred work. Funding and resources were allocated responsibly and transparently to programs serving children, families, and communities. By maintaining compliance with Indigenous governance structures and funding agreements, the team supported accountability to community priorities. Timely processing of financial supports also helped ensure frontline staff, relations, and caregivers received the resources needed to maintain continuity of services.

The team's budgeting work supported programs aligned with services for children, families, and communities, ensuring financial resources were distributed appropriately based on program needs and funding agreements. Relationships with funding agencies were maintained through accurate reporting, compliance with agreements, and transparent financial management. Finance also played a key role in annual contract renewals with Indigenous Services Canada, annual audit reviews, and tracking and planning approved spending of prior-year surpluses.

Another significant area of work involved collaboration with the Human Resources and Information Technology teams to implement a new Human Resources Information System. Finance supported the sourcing, setup, and implementation of the system, which provides improved tracking and storage of human resources information, timesheets, and payroll accruals.

Reporting and accountability remained central throughout the year. The team continued to provide accurate and up-to-date quarterly reporting to the Board of Directors in accordance with finance policy and worked closely with appointed auditors to complete the annual fiscal audit within required timelines. Audit results and financial information were also presented to community membership at the annual general meeting.

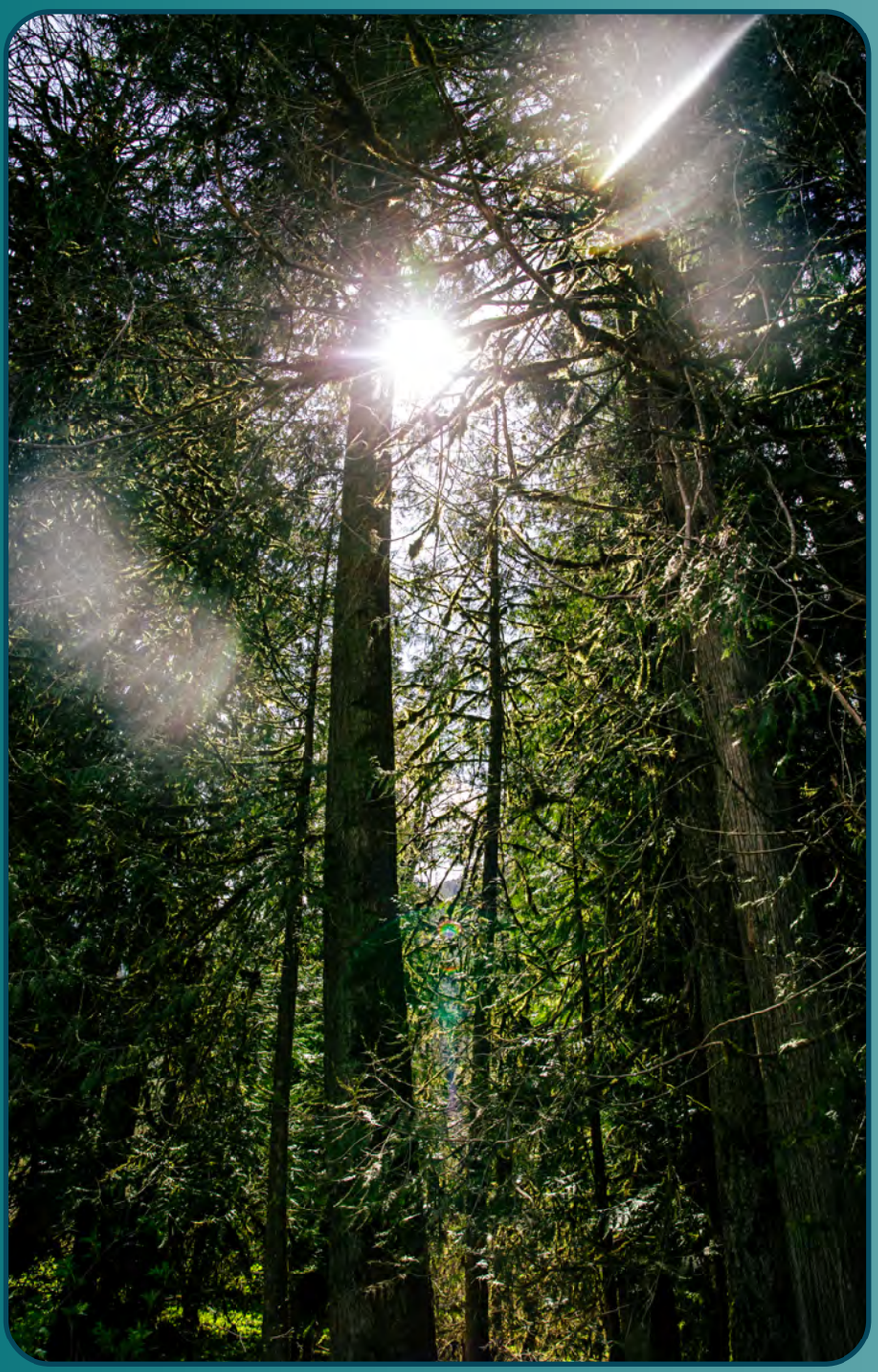
Looking ahead, opportunities for improvement include upgrading or optimizing the current accounting software to reduce manual processes, improve reporting capabilities, and increase efficiency in invoice and payroll processing. Additional automation and real-time tracking tools would support stronger financial oversight and more efficient workflows. There is also an opportunity to continue improving financial transparency by providing clearer and more accessible reporting to program managers.

Strengthening the connection between financial planning and program delivery remains an important focus. Expanding the Finance team's involvement in strategic planning, improving workflow efficiencies, and strengthening communication around how financial decisions support service delivery and organizational goals will help further align financial processes with program priorities and prevention-focused services.

Overall, the year reflects continued progress in strengthening financial infrastructure, improving reporting processes, and supporting accountability across the organization. Through collaboration, consistent financial management, and ongoing support to programs and departments, the Finance team helped create the stability and structure needed to support services for children, families, and communities.



INFRASTRUCTURE ALIGNMENT



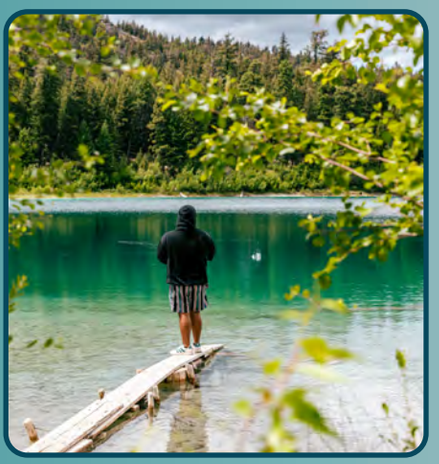












Scw'exmx Child and Family Services Society
Financial Statements
For the Year Ended March 31, 2026

Scw'exmx Child and Family Services Society
Financial Statements
For the Year Ended March 31, 2026

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Independent Auditor's Report

To the Board of Directors of Scw'exmx Child and Family Services Society

Report on the Financial Statements

Opinion
We have audited the financial statements of Scw'exmx Child and Family Services Society (the Society), which comprise the statement of financial position as at March 31, 2026, the statements of operations, statement of changes in net assets and the statement of 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 Society as at March 31, 2026, and its results of 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 Society 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.

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 Society'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 Society or to cease operations, or has no realistic alternative but to do so.

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

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

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 Society'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 Society'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 Society 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.

Report on Other Legal and Regulatory Requirements
As required by the Societies Act (British Columbia), we report that, in our opinion, the accounting principles in Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

BDO Canada LLP

Chartered Professional Accountants

Kamloops, British Columbia
August 31, 2026

Scw'exmx Child and Family Services Society
Statement of Financial Position

March 31	2026	2025
Assets		
Current		
Cash	$ 6,429,193	$ 7,403,983
Accounts receivable (Note 3)	1,756,212	294,810
Prepaid expenses	35,598	109,732
	8,221,003	7,808,525
Tangible capital assets (Note 4)	856,015	458,648
	$ 9,077,018	$ 8,267,173
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 5)	$ 1,601,653	$ 1,007,757
Deferred revenue (Note 6)	90,000	1,606,566
Current portion of deferred capital contributions	6,994	8,760
	1,698,647	2,623,083
Deferred capital contributions	27,812	34,806
	1,726,459	2,657,889
Net Assets		
Invested in tangible capital assets	821,212	415,085
Unrestricted	6,529,347	5,194,199
	7,350,559	5,609,284
	$ 9,077,018	$ 8,267,173

Commitments and Contingencies: Note 7

On behalf of the Board:

Director

Director

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

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Scw'exmx Child and Family Services Society
Statement of Changes in Net Assets

For the year ended March 31	Invested in Capital Assets	Unrestricted	2026 Total	2025 Total
Balance, beginning of the year	$ 415,085	$ 5,194,199	$ 5,609,284	$ 9,668,079
Excess (deficiency) of revenues over expenses	-	1,741,275	1,741,275	(4,058,795)
Amortization	(245,141)	245,141	-	-
Purchase of tangible capital assets	642,508	(642,508)	-	-
Amortization of deferred capital contributions	8,760	(8,760)	-	-
Balance, end of the year	$ 821,212	$ 6,529,347	$ 7,350,559	$ 5,609,284

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

Scw'exmx Child and Family Services Society
Statement of Operations

For the year ended March 31	Budget (unaudited)	2026	2025
Revenue			
Indigenous Services Canada:			
Operations	$ 3,524,172	$ 3,524,172	$ 3,524,172
Maintenance	284,812	845,524	569,624
Recovery	-	(549,213)	-
Post majority care	-	867,211	188,967
Prevention	1,188,066	1,188,066	5,236,756
Reimbursement	-	6,316,232	58,864
LTR operations	-	442,937	-
Emergency	-	80,535	-
Poverty	-	83,184	-
Child Special Allowance	-	148,283	166,428
Ministry of Child and Family Development	3,533,038	4,841,955	3,844,928
Recovery	-	(60,770)	-
Amortization of deferred capital contributions	-	8,760	10,976
Secondment	-	11,659	128,028
Investment income	-	257,283	485,489
	8,530,088	18,005,818	14,214,232
Expenses			
Administration fees	178,292	-	-
Advertising and promotion	238,500	116,051	42,745
Amortization	-	245,141	100,763
Ancillary Funding	32,493	-	-
Building repairs and maintenance	761,240	23,903	171,143
Contractors/consultants	576,852	759,266	607,225
Cultural	300,000	86,549	78,978
Equipment lease	-	15,750	15,946
Equipment service and maintenance agreements	716,375	189,971	128,517
Honoraria	80,000	36,769	37,099
Insurance	182,744	139,574	161,585
Interest and bank charges	12,100	11,267	11,183
Leases	463,738	334,220	328,243
Materials and supplies	422,875	231,580	241,203
Prevention: AIP	-	-	4,687,481
Prevention	1,360,786	962,080	1,076,771
Subtotal	$ 5,325,995	$ 3,152,121	$ 7,688,882

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

Scw'exmx Child and Family Services Society
Statement of Operations

For the year ended March 31		2026	2025
Expenses, carried forward	$ 5,325,995	$ 3,152,121	$ 7,688,882
Occupational health and safety	187,065	116,813	49,453
Professional development and training	1,340,520	266,357	174,701
Professional fees	124,102	2,122	50,253
Secretariat	50,000	50,000	50,000
Telephone and utilities	225,851	118,123	126,952
Travel	-	77,065	82,448
Vehicle expenses	496,000	207,053	215,774
Wages and benefits	15,786,178	8,092,250	6,941,322
Child family services	2,378,912	4,182,639	2,893,242
	$ 25,914,623	$16,264,543	$18,273,027
Excess (deficiency) of revenues over expenses	$(17,384,535)	$ 1,741,275	$ (4,058,795)

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

Scw'exmx Child and Family Services Society
Statement of Cash Flows

For the year ended March 31	2026	2025
Cash flow excess (deficiency) from operating activities		
Deficiency of revenues over expenses	**$ 1,741,275**	$ (4,058,795)
Items not affecting cash:		
Amortization of capital assets	**245,141**	100,763
Amortization of deferred capital contributions	**(8,760)**	(10,976)
	1,977,656	(3,969,008)
Changes in non-cash working capital:		
Accounts receivable	**(1,461,402)**	1,806,921
Prepaid expenses	**74,130**	(78,995)
Accounts payable and accrued liabilities	**593,900**	(39,997)
Deferred revenue	**(1,516,566)**	(98,967)
	(332,282)	(2,380,046)
Cash flows from investing activities		
Purchase of tangible capital assets	**(642,508)**	(218,525)
	(642,508)	(218,525)
Net decrease in cash	**(974,790)**	(2,598,571)
Cash, beginning of the year	**7,403,983**	10,002,554
Cash, end of the year	**$ 6,429,193**	$ 7,403,983

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

1. Significant Accounting Policies

Basis of Accounting

The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations.

Revenue Recognition

The Scw'exmx Child and Family Services Society reports income received from Indigenous Services Canada (ISC) and Ministry of Children and Family Development (MCFD) in accordance with the terms of the funding arrangement. ISC revenues specified as set contributions are reported as revenue as program terms and conditions are met and delivered. Any resulting surpluses are repayable to ISC and any deficits incurred are refundable by ISC. ISC revenues specified as fixed and flexible contributions are recognized as revenue as program terms and conditions are met and delivered. Any resulting surpluses may be retained by the Society provided delivery of the program is complete at March 31 of the current year. Any resulting deficits are the responsibility of the Society. Surpluses resulting from the excess of MCFD revenues over expenses may result in amounts payable to MCFD and deficits may be refunded by MCFD. Unconditional grants received from ISC and MCFD are reported as revenue when received or receivable and collection is reasonably assured. Grants received for the purchase of capital assets are recorded as a deferred capital contribution and amortized to revenue over the estimated useful life of the asset.

Unrestricted contributions are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions are recognized as revenue in the year in which the funding contract is signed and the unexpended portion is deferred until the related expenses are incurred.

Interest and other income is recorded on an accrual basis and recognized when it is earned.

1. Significant Accounting Policies (continued)

Fund Accounting

The Society follows the deferral method of accounting for contributions and uses fund accounting.

Restricted contributions are recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue of the appropriate fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Endowment contributions are recognized as direct increases in net assets.

Restricted net investment income is recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Restricted net investment income that must be added to the principal amount of resources held for endowment is recognized as a direct increase in net assets. Unrestricted net investment income is recognized as revenue when earned.

1. Significant Accounting Policies (continued)

Financial Instruments

Arm's length financial instruments are recorded at fair value at initial recognition.

Related party financial instruments quoted in an active market or those with observable inputs significant to the determination of fair value or derivative contracts are recorded at fair value at initial recognition. All other related party financial instruments are recorded at cost at initial recognition.

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 impairment. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items measured at fair value and charged to the financial instrument for those measured at amortized cost.

Financial assets are tested for impairment when indicators of impairment exist. When a significant change in the expected timing or amount of the future cash flows of the financial asset is identified, the carrying amount of the financial asset is reduced and the amount of the write-down is recognized in results of operations. A previously recognized impairment loss may be reversed to the extent of the improvement, provided it is not greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously, and the amount of the reversal is recognized in results of operations.

1. Significant Accounting Policies (continued)

Tangible Capital Assets

Purchased tangible capital assets are stated at cost less accumulated amortization. Contributed tangible capital assets are recorded at fair value at the date of contribution, unless fair value is not determinable in which case contributed tangible capital assets are recorded at nominal value at the date of contribution. Contributed tangible capital assets are subsequently amortized. Expenditures for repairs and maintenance are expensed as incurred. Betterments that extend the useful life of the tangible capital asset are capitalized.

Construction in progress is not amortized until the tangible capital asset is substantially complete and ready for use.

Amortization based on the estimated useful life of the asset is calculated as follows:

	Method	Rate
Office Furniture	Declining balance	20%
Computer equipment	Declining balance	30%
Vehicle	Declining balance	30%
Leasehold improvements	Declining balance	30%

When a tangible capital asset no longer contributes to the Scw'exmx Child and Family Services Society's ability to provide goods and services, or the future economic benefits or service potential of the tangible capital asset is less than its carrying value, the excess of its net carrying amount over its fair value or replacement cost is recognized as an expense in the statement of operations. Any unamortized deferred contribution amount related to the tangible capital asset is recognized in revenue in the statement of operations, provided that all restrictions have been complied with.

When a tangible capital asset is disposed of, the difference between the net proceeds on disposition and the net carrying amount is recognized in the statement of operations. Any unamortized deferred contribution amount related to the tangible capital asset disposed of is recognized in revenue in the statement of operations, provided that all restrictions have been complied with.

Contributed Materials and Services

The Society does not record contributed materials and services that are used in the normal course of operations.

1. Significant Accounting Policies (continued)

Measurement Uncertainty (use of estimates)

The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of the capital assets, building under capital lease, and deferred capital contributions. Actual results could differ from management's best estimates as additional information becomes available in the future.

Leases

Leases are classified as capital or operating leases. A lease that transfers substantially all of the benefits and risks incidental to the ownership of property is classified as a capital lease. At the inception of a capital lease, an asset and an obligation are recorded at an amount equal to the lesser of the present value of the minimum lease payments and the property's fair value at the beginning of the lease. Assets recorded under capital leases are amortized on a straight-line basis over the term of the lease, which is the estimated useful life of the assets. All other leases are accounted for as operating leases wherein rental payments are expensed on a straight line basis.

Employee Future Benefits

The Society has a defined contribution pension plans. The Society's pension costs are charged to operations as contributions are due. Contributions are a defined amount based upon a set percentage of salary.

2. Incorporation and Nature of Organization

Scw'exmx Child and Family Services Society (the Society) is a not-for-profit organization incorporated in 2000 under the Society Act of British Columbia. The Society provides child and family services to the five bands in the Nicola Valley.

The Scw'exmx Child and Family Services Society is tax-exempt as a non-profit association under Section 149(1)(l) of the Income Tax Act.

Scw'exmx Child and Family Services Society
Notes to Financial Statements

March 31, 2026

3. Accounts Receivable

	2026	2025
Goods and services tax rebate	$ 341,188	$ 190,492
Indigenous Services Canada	606,491	-
Ministry of Children and Family Development	755,582	-
Nooaitch Band	12,709	51,361
Other	40,242	52,957
	$ 1,756,212	$ 294,810

4. Tangible Capital Assets

	2026		2025	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Office furniture	$ 420,696	$ 272,487	$ 330,902	$ 250,744
Computer equipment	654,269	490,174	595,557	433,759
Vehicle	154,885	124,924	154,885	112,083
Leasehold improvements	972,379	458,629	478,377	304,487
	2,202,229	1,346,214	1,559,721	1,101,073
		$ 856,015		$ 458,648

5. Accounts Payable

	2026	2025
Trade payable	$ 292,438	$ 271,271
ISC recoveries	257,723	52,431
Wages and benefits payable	923,769	633,450
Source deductions payable	127,723	50,605
	$ 1,601,653	$ 1,007,757

6. Deferred revenue

	2026	2025
Indigenous Services Canada	$ -	$ 1,516,566
MCFD	90,000	90,000
	$ 90,000	$ 1,606,566

During the year all previous ISC deferrals related to the 2024 period have been recognized.

March 31, 2026

7. Commitments and contingencies

The Society leases numerous facilities and vehicles with terms commencing from October 2021 to March 2025 ending from April 2026 to July 2029. The Society is committed to minimum annual lease payment as follows:

2027	$ 248,901
2028	116,533
2029	48,000
2030	16,000
	$ 429,434

Pension Plan:
The Society and its employees contribute to a defined contribution pension plan. There is no obligation for past service or periods in which an employee was not employed. Total contributions to the plan during the year were $477,256 (2025 - $427,130).

Contingencies:
The Society receives a portion of its funding under a contribution authority with ISC and MCFD which, if unexpended, may be refundable to ISC or MCFD. Further, amounts which are over expended may be reimbursed by ISC or MCFD to the Society. Management records their best estimate of accounts to be refunded as recoveries in accounts payable (Note 6). Actual adjustments to the funding could vary and are recorded when they become known. As of March 31, 2026 ISC is still in the process of reviewing the file submissions therefore recoveries are unknown as of year end.

8. Economic Dependence

The Society receives 98% (2025 - 94%) of its funding from ISC and MCFD. Future operations of the Society depend on continuation of the funding agreements with ISC and MCFD.

9. Comparative Figures

The comparative amounts presented in the financial statements have been restated to conform to the current years presentation.

10. Employee Renumeration

During the year 15 (2025 - 18) employees were paid in excess of $75,000 for a total of $1,378,619 (2025 - $1,674,906).

During the year total honoraria, meeting, training, and travel paid to members of the Board of Directors was $36,370 (2025 - $94,408).

11. Financial Instruments

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 Society is exposed to credit risk resulting from the possibility that a customer or counterparty to a financial instrument defaults on their financial obligations; if there is a concentration of transactions carried out with the same counterparty; or of financial obligations which have similar economic characteristics such that they could be similarly affected by changes in economic conditions. The Society's financial instruments that are exposed to concentrations of credit risk relate primarily to its accounts receivable and cash. The majority of the Society's receivables are from government sources and the Society works to ensure it meets all eligibility criteria in order to qualify to receive the funding.

There have not been any changes in the risk from the prior year.

Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the Society will not have sufficient funds to settle a transaction on the due date; will be forced to sell financial assets at a value, which is less than what they are worth; or may be unable to settle or recover a financial asset. The Society is exposed to this risk mainly in respect of its accounts payable.

The Society's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient cash flows to fund its operations and to meet its liabilities when due, under both normal and stressed conditions. The Society maintains a portion of its invested assets in liquid securities.

There have not been any changes in the risk from the prior year.



SCW'EXMX CHILD & FAMILY SERVICES SOCIETY

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