

CANADIAN HUMAN RIGHTS TRIBUNAL

BETWEEN:

**FIRST NATIONS CHILD AND FAMILY CARING SOCIETY OF CANADA and
ASSEMBLY OF FIRST NATIONS**

Complainants

- and -

CANADIAN HUMAN RIGHTS COMMISSION

Commission

- and -

**ATTORNEY GENERAL OF CANADA
(representing the Minister of Indigenous Services Canada)**

Respondent

- and -

**CHIEFS OF ONTARIO and
AMNESTY INTERNATIONAL CANADA and NISHNAWBE ASKI NATION**

Interested Parties

AFFIDAVIT OF GRAND CHIEF JOEL ABRAM

I, Joel Abram, of the Oneida Nation Settlement in Ontario, DO SOLEMNLY AFFIRM:

1. I am Grand Chief of the Association of Iroquois and Allied Indians (“AIAI”), and the Social Services portfolio holder appointed by the Leadership Council of Chiefs of Ontario (“COO”), and therefore I have knowledge of the contents of this affidavit. Where I do not have direct knowledge, I have identified the person from whom I obtained the information in the affidavit and believe it to be true.

2. I am affirming this affidavit in order to support a motion by COO, jointly with Nishnawbe Aski Nation (“NAN”), to seek orders from the Canadian Human Rights Tribunal (the “CHRT” or the “Tribunal”) relating to the Final Agreement on Long-Term Reform of the First Nations Child and Family Services Program in Ontario (the “Ontario Final Agreement”) and the Trilateral Agreement in Respect of Reforming the 1965 Agreement (the “Trilateral Agreement”). The Ontario Final Agreement and the Trilateral Agreement are attached as **Exhibits “A”** and **“B”** respectively.
3. Where I identify the source of my information and belief as Maggie Wentze, I do so on the basis that Maggie Wentze, a lawyer and partner at Olthuis Kleeer Townshend LLP (“OKT”), acted as counsel for COO in this matter and was involved in the negotiations on long-term reform of the First Nations Child and Family Services (“FNCFS”) Program on behalf of COO, giving her direct personal knowledge of this matter. As such, I consider Maggie Wentze to be a sound source of information, with personal knowledge of COO’s negotiations, meetings, consultations, correspondence, and the proceedings in this matter, and I believe the information she provides to me.
4. Where I identify the source of my information and belief as Finn Simard, I do so on the basis that Finn Simard is the Director of Social Services Sector for COO and the staff person within COO who is responsible for matters relating to child and family well-being. Finn Simard has been involved in the negotiations on long-term reform of the FNCFS Program on behalf of COO, giving him direct personal knowledge. Prior to assuming the role of Director of the Social Services Sector, Finn Simard has held various positions within COO in the Social Services Sector. As such, I consider Finn Simard to be a sound source of information, with personal knowledge of COO’s negotiations, meetings, consultations, correspondence, and the proceedings in this matter, and I believe the information he provides to me.
5. I sit on the COO Leadership Council by virtue of my role as Grand Chief of AIAI. I have been the Social Services Sector portfolio holder for COO since 2017. Prior to that, the then-Deputy Grand Chief of AIAI, who is now a former Chief of Delaware Nation of the Thames, Denise Stonefish, held the Social Services portfolio.

6. I was also Chief of Oneida Nation of the Thames, from 2008-2014, and a councillor at Oneida Nation of the Thames from 2004-2008 and 2014-2016. During the time I was Chief, I also at times fulfilled the role of Band Representative.
7. As the Social Services Sector portfolio holder, I am apprised of matters relating to this case, as well as implementation of the decisions of the Tribunal. I actively participate in discussions relating to the implementation of the Tribunal's orders with COO's Social Services Coordination Unit ("SSCU") and the Chiefs Committee on Social Services.
8. In my role as Social Services Sector portfolio holder, I provide technical support and information to the Ontario Chiefs-in-Assembly, COO Leadership Council, and the Chiefs Committee on Social Services on matters related to social services, including child welfare. I was also selected by the COO Leadership Council to be the political advisor for COO on the negotiation of the Agreement-in-Principle on Long-Term Reform of the FNCFS Program and Jordan's Principle (the "AIP") at the time it was being negotiated. At that time, Abram Benedict, now the Ontario Regional Chief and then the Grand Chief of Mohawks of Akwesasne, was selected to be my alternate.
9. I often attended negotiations on the AIP, which concluded on December 31, 2021, as well as the negotiations toward the draft national Final Agreement on Long-Term Reform of the FNCFS Program (the "draft national Final Agreement"). I attended most days of the negotiation of the Ontario Final Agreement and Trilateral Agreement in January and February of 2025. If I could not attend, I was briefed by COO's lawyers and/or COO's Social Services Sector staff.

COO'S MANDATE

10. This year will be the 50th anniversary of COO's existence as an advocacy body for First Nations in Ontario. COO is a political advocacy group for the 133 First Nations in Ontario. Guided by the Ontario Chiefs-in-Assembly, COO supports the Anishinaabek, Mushkegowuk, Onkwehonwe, and Lenape Peoples in Ontario to protect their inherent and Treaty rights, and to assert their sovereignty and jurisdiction. COO does this by focusing on research, coordination, analysis, and political advocacy on issues of common concern to First Nations in Ontario.

11. A copy of COO's Charter is attached as **Exhibit "C"**. COO's Charter sets out COO's decision-making structures, the functions of the Leadership Council, the Chiefs-in-Assembly, the Board of Directors, the Regional Chief, and COO's various advisory councils.
12. The COO Charter at Appendix "B" sets out "Leadership Council Terms of Reference" and provides that the COO Leadership Council is the Ontario First Nations political coordination steering committee. The COO Leadership Council's function is to plan and set political priorities for collective action aimed at improving life in First Nations according to the direction and mandates given by the Ontario Chiefs-in-Assembly.
13. The COO Secretariat is the incorporated body that carries out business for COO, governed by a Board of Directors through COO's Amended and Restated By-Law Number Two.
14. The activities of COO are mandated through and guided by Resolutions passed by the Ontario Chiefs-in-Assembly, the implementation of which is guided by COO Leadership Council and the elected Ontario Regional Chief. The Ontario Regional Chief currently is Ontario Regional Chief Abram Benedict.
15. The Ontario Chiefs-in-Assembly meet several times a year. In between Chiefs Assemblies, COO takes direction from the COO Leadership Council which includes the Grand Chiefs from Anishinabek Nation, NAN, Grand Council Treaty #3, AIAI, and Chiefs from Six Nations of the Grand River, the Independent First Nations, and the Mohawk Council of Akwesasne (the "political-territorial organizations" or "PTOs").
16. COO also has a Chiefs Committee on Social Services, comprised of Chiefs who advise on matters related to social services which affect First Nations in Ontario. The Chiefs Committee on Social Services provides advice and direction to the COO Leadership Council and to the Ontario Chiefs-in-Assembly.
17. COO's Social Services Coordination Unit ("SSCU") is composed of Social Services directors and other technicians from the various political-territorial organizations in Ontario and the independent First Nations who hold expertise in social services. Its role is to provide technical advice on social services matters, to meet at a tripartite table on social

services with COO, Canada, and Ontario, and to provide advice and make recommendations to the Chiefs Committee on Social Services.

PAST COO RESOLUTIONS RELATED TO REFORM OF THE FNCFS PROGRAM

18. Over the years, the Ontario Chiefs-in-Assembly have passed a number of Resolutions and Motions to address the discrimination in the FNCFS Program and caused by the operation of The Memorandum of Agreement Respecting Welfare Programs for Indians, also known as the 1965 Indian Welfare Agreement (the “1965 Agreement”).
19. I am informed by Finn Simard, and believe, that he has searched COO’s records of past resolutions and has identified the resolutions in this section of my affidavit as being related to child welfare, social services, and the 1965 Agreement, and has provided me with true copies of such resolutions, which are attached as the exhibits as indicated.
20. In 1980, the Ontario Chiefs-in-Assembly passed Motion #24 and Motion #25, which called for changes to the social services delivery system under the 1965 Agreement and the creation of an alternate social services system consistent with First Nations’ values and aspirations. A copy of Motion #24 is attached as **Exhibit “D”**. A copy of Motion #25 is attached as **Exhibit “E”**.
21. In 1983, the Ontario Chiefs-in-Assembly passed Resolution 83/35 which recognized that the 1965 Agreement was not meeting the needs of First Nations and was implemented with no consultation of or input from First Nations. A copy of Resolution 83/35 is attached as **Exhibit “F”**.
22. In 1998, the Ontario Chiefs-in-Assembly passed Resolution 98/47 which stated that the arrangements Indigenous Northern Affairs Canada (“INAC”; a predecessor ministry to Indigenous Services Canada) had with Ontario needed to be re-examined and re-negotiated and that INAC needed to work closely with First Nations and leaders to come up with effective solutions to the rising demands for social assistance in First Nations. Importantly, Resolution 98/47 noted that First Nations leaders were concerned that INAC was not in a position to assess the nature and extent of the efforts needed to mitigate the rising demands for social services in First Nations. A copy of Resolution 98/47 is attached as **Exhibit “G”**.

23. In 2000, the Ontario Chiefs-in-Assembly passed Resolution 00/19 which recognized that the programs and services offered to First Nations in Ontario under the 1965 Agreement remained stagnant for decades and unresponsive to critical community needs. A copy of Resolution 00/19 is attached as **Exhibit “H”**.
24. In 2010, the Ontario Chiefs-in-Assembly passed Resolution 10/15, which mandated the SSCU and the Chiefs Committee on Social Services to establish a summit to discuss the 1965 Agreement among First Nations leadership, and mandated the SSCU to report back with recommendations and options for the Chiefs to consider. A copy of Resolution 10/15 is attached as **Exhibit “I”**.
25. Calls for the replacement of the 1965 Agreement are echoed in Resolutions 12/16, passed in 2016. A copy of Resolution 12/16 is attached as **Exhibit “J”**.
26. In July 2009, at the 35th All Ontario Chiefs Conference, the Ontario Chiefs-in-Assembly passed Resolution 09/21 noting that the Assembly of First Nations (“AFN”) and the First Nations Child & Family Caring Society (the “Caring Society”) had filed a historic complaint with the CHRT to redress the inequitable funding of child and family services on-reserve. In Resolution 09/21, the Ontario Chiefs-in-Assembly affirmed that the safety and well-being of First Nations children and their families is of utmost concern and directed the AFN to ensure proper resourcing so the CHRT case would be dealt with as a matter of urgent and highest priority. A copy of Resolution 09/21 is attached as **Exhibit “K”**.
27. Under the authority of Resolution 09/21, COO sought and obtained intervenor status in the CHRT proceedings initiated by the AFN and the Caring Society.
28. In June 2016, the Ontario Chiefs-in-Assembly passed Resolution 09/16 which called on Canada to fully implement the Tribunal’s decisions in *First Nations Child and Family Caring Society et al. v Attorney General of Canada*. Resolution 09/16 called on Canada to fully and equitably fund child welfare services for First Nations children on-reserve in Ontario, to fund culturally appropriate and community-developed enhanced prevention services and mental health services, and to fully restore and equitably fund the Band Representative program immediately. A copy of Resolution 09/16 is attached as **Exhibit “L”**.

29. In June 2016, the Ontario Chiefs-in-Assembly passed Resolution 10/16 appointing the Social Services Portfolio Holder to the National Advisory Committee on Child Welfare, or other similar committees, to represent the interests of First Nation children on-reserve in Ontario per the CHRT rulings. Resolution 10/16 further directed the Social Services Portfolio Holder to regularly communicate and provide written updates to both the Chiefs Committee on Social Services and at times the Chiefs-in-Assembly for instruction and direction as required. A copy of Resolution 10/16 is attached as **Exhibit “M”**.
30. In June 2017, the Ontario Chiefs-in-Assembly passed Resolution 25/17 calling on Canada to fully fund an Ontario “Special Study” (the “OSS”) similar to the *Wen:de Report* and the *Coming to the Light of Day* study to examine the funding arrangements and comparability of child welfare services for First Nations children in Ontario under the 1965 Agreement. A copy of Resolution 25/17 is attached as **Exhibit “N”**.
31. Special Chiefs Assembly Resolution 21/17 accepted a work plan for the OSS with the goal of reforming the FNCFS Program to achieve substantive equality. A copy of Resolution 21/17 is attached as **Exhibit “O”**.
32. Resolution 25/17 further called on Canada to immediately reinstate funding for the Band Representative program for First Nations in Ontario and to fund mental health services for children in Ontario.
33. The call for immediate funding for the Band Representative program was echoed in Resolution 23/17 which acknowledged that Band Representative Services are critically important to First Nations as Band Representatives hold direct knowledge of children, families, and communities and act as independent advocates for children. A copy of Resolution 23/17 is attached as **Exhibit “P”**.
34. In June 2017, the Ontario Chiefs-in-Assembly passed Resolution 29/17 which advocated for immediate and equitable prevention funding and directed the Chiefs Committee on Social Services to fully examine agency prevention services on- and off-reserve in Ontario. A copy of Resolution 29/17 is attached as **Exhibit “Q”**.
35. Resolution 22/17, passed in October 2017, acknowledged that some interim prevention funding had started be to directed to FNCFS Agencies and for the first time, to First

Nations. The resolutions further directed the Chiefs Committee on Social Services, with support from the SSCU, to examine agency prevention services in Ontario, northern remoteness quotient results, population, and location of services to address the implementation of a permanent funding formula for prevention. A copy of Resolution 22/17 is attached as **Exhibit “R”**.

COO’S PROCESS LEADING UP TO THE DRAFT NATIONAL AGREEMENT AND THE ONTARIO FINAL AGREEMENT

36. COO worked extensively with First Nations and PTOs in Ontario and their appointed representatives and technicians to inform COO about proposed reforms to the FNCFS program, to seek direction on proposed reforms, and to shape the Ontario Final Agreement and the Trilateral Agreement. COO and NAN provided information about the proposed reforms through numerous materials on a website maintained by COO and NAN, and through information sessions. First Nations leadership and technicians were provided many opportunities to provide their input on the reform of the FNCFS Program and share their experiences with how the child welfare system was working.
37. Throughout negotiations, COO benefited from the expertise of the NAN negotiating team and legal counsel who were also a party to negotiations. NAN’s negotiation team and legal counsel attended negotiations meetings and COO briefings and participated fully in negotiations. I believe I speak for all on the Leadership Council in saying that COO is very pleased with the working relationship COO and NAN have maintained over the course of the negotiations.
38. COO also regularly coordinated to have a Knowledge Keeper present during negotiations. They provided crucial advice and input to the COO Negotiation Team and our discussions were enriched by their thoughtful feedback and long histories of working in a variety of sectors, including child and family services.
39. Below is a description of COO’s efforts to inform and seek input from First Nations in Ontario.

Advisory Committee

40. Until the negotiations toward the AIP started, COO was advised by the members of the SSCU.
41. To guide COO's positions taken during the negotiations of the AIP, COO established an AIP Advisory Committee (the "Advisory Committee"). At that stage, the Advisory Committee included two technicians from regions within Ontario, the Executive Director of the Association of Native Child and Family Services Agencies of Ontario ("ANCFSAO"), and an economist contracted by COO.
42. The COO Negotiation Team included COO Social Services staff members, the COO Leadership Council Social Services Sector Portfolio Holder and Alternate, with legal support from OKT.
43. Although the Advisory Committee was struck to provide advice and guidance in the negotiation of the AIP, its function remained the same when the Parties began negotiating a Final Settlement Agreement on long-term reform of the FNCFS Program. However, after the AIP was concluded, the Advisory Committee was expanded to include technicians from all regions, usually the social services directors of the various PTOs and independent First Nations. Some members of the Advisory Committee also invited their own legal counsel. Often there were guests including Chiefs or Councillors or FNCFS Agency Directors. A copy of the draft Advisory Committee Terms of Reference is attached as **Exhibit "S"**. I include the draft because I was unable to find the final version.
44. In the years since the conclusion of the AIP, the Advisory Committee came to be known as the "Final Settlement Agreement Advisory Committee" or the "FSA Advisory Committee" and the committee members continued to meet to provide insight and advice, review proposals, and report back to their Chiefs and technicians up until the draft Ontario Final Agreement was reached.
45. The Advisory Committee's guiding principles, as set out in its draft Terms of Reference include:
 - a. Prioritizing community-based and community-defined prevention as a principle and service delivery model in all advice, discussions, and recommendations;

- b. Uplifting the principle of inherent right of self-determination for First Nations in Ontario;
 - c. Supporting the principle of accountable relationships, including First Nation communities and leadership(s) served with respect to new policies, programs and services, and funding that may be established; and
 - d. Considering the best available evidence including qualitative, quantitative, and experiential information and/or data in recommendations to Leadership.
46. The Advisory Committee's mandate as set out in the Terms of Reference includes the following member duties:
- a. Meeting on a weekly basis to receive Negotiation Team updates and upcoming agendas;
 - b. Based on bi-weekly updates from the Negotiation Team, collecting information from their respective leadership and community technicians on upcoming discussion topics to advise the Negotiation Team;
 - c. Reviewing and discussing the upcoming week's negotiation agenda and providing policy priorities, regional preferences, and raising implementation issues;
 - d. Attending all Committee meetings where feasible; and
 - e. Reporting to respective leadership regarding the progress of the Committee.
47. The Advisory Committee membership as set out in the Terms of Reference is composed of representatives from the following organizations:
- a. COO Social Services Portfolio Holder
 - b. Grand Council Treaty No. 3
 - c. NAN
 - d. AIAI
 - e. Anishinabek Nation
 - f. Independent First Nations
 - g. Six Nations of the Grand River
 - h. Mohawk Council of Akwesasne
 - i. Mushkegowuk Tribal Council

j. COO Staff

k. ANCFSAO

48. The Advisory Committee, guests, and legal counsel signed the same confidentiality agreement as the negotiation teams and COO staff. I also signed the confidentiality agreement. The confidentiality agreement permitted signatories to share information about the negotiation of the AIP, the draft national Final Agreement, and the Ontario Final Agreement with leadership and technicians at a level of detail sufficient to permit providing information and obtaining direction on proposals.
49. It is my understanding that Advisory Committee members returned to the leadership and/or technicians within their regions to seek advice and input on the agreement as it was being negotiated, including on various proposals.
50. The Advisory Committee met weekly or bi-weekly as required, and routinely received detailed information about proposals, the financial and/or governance implications of proposals, and discussed it among themselves to come to consensus on positions and options. When consensus was not able to be reached, the Committee would vote or COO Social Services Sector staff would select a position to advance that was consistent with the overall goals of the Chiefs and Advisory Committee.
51. There were several multi-day meetings where the Advisory Committee met in person to review and provide input on the draft national Final Agreement. In my view, the Advisory Committee had a crucial role in shaping the draft national Final Agreement.
52. I am not providing copies of the detailed briefing notes, agendas or minutes of the Advisory Committee's meetings as attachments to my affidavit, as they contain settlement privileged and/or solicitor-client privileged information.
53. Between June 2016 and February 2025, the COO Negotiation Team met with the Advisory Committee, or its predecessor the SSCU, to brief and get input and direction from their perspectives. I am informed by Maggie Wentz and believe that she examined her Outlook calendars and docketing records and created a list of such events, which is included as **Appendix "A"** to my affidavit. Maggie Wentz informed me, and I believe, that while the list may not be comprehensive, it is a record of many of the meetings that took place across

this period. I was often in attendance at these meetings. If I could not attend, I was briefed by the AIAI Representative Member, Sydney Lockwood and/or Finn Simard.

54. I am informed by Maggie Wentz, and believe, that the role and composition of the Advisory Committee was shared with the Chiefs-in-Assembly at all or most presentations by the COO Negotiation Team at Chiefs Assemblies and Leadership Council, and was shared at most if not all presentations regarding the negotiations to technicians and leadership, which occurred along the way.

COO Negotiation Team Briefings

55. I am advised by Maggie Wentz and believe that between June 2016 and February 2025, Maggie Wentz and/or her team at OKT, along with the COO Negotiation Team, have attended all Chiefs Assemblies since the commencement of AIP Negotiations to provide *in camera* briefings to the Chiefs-in-Assembly about the status of negotiations and implementation of the interim orders. I was present at all, or almost all, of these Assemblies. At each, there was always a presentation and ample opportunity for Chiefs to ask questions and provide comments on the content of the presentation and briefing. There have also been other briefings to Chiefs arranged by COO that were not Chiefs Assemblies, either as standalone meetings or as part of the Ontario caucus at an AFN Assembly. I was often in attendance at these meetings. If I could not attend, I was briefed by the AIAI Representative Member, Sydney Lockwood and/or Finn Simard. I am informed by Maggie Wentz and believe that she examined her Outlook calendars and docketing records and created a list of such events where she and/or her team at OKT attended, which is included as **Appendix “B”** to my affidavit. Maggie Wentz informed me, and I believe, that while the list may not be comprehensive, it is a record of many of the meetings and Assemblies that took place across this period.
56. Through my own personal experience and as informed by Maggie Wentz, the members of COO’s Negotiation Team routinely briefed Leadership Council, who brought advice and guidance from their regions to the COO Negotiation Team. I regularly attended those meetings. Through the period of negotiations, the COO Negotiation Team attended all or almost all Leadership Council meetings.

57. Through my own personal experience and as informed by Maggie Wenté, the members of COO's Negotiation Team at times also briefed the Chiefs Committee on Social Services who brought advice and guidance from their regions to the COO Negotiation Team. I usually attended those meetings.
58. I am informed by Maggie Wenté and believe that members of COO's Negotiation Team and legal counsel were often invited to speak at PTO's assemblies, Band Representative conferences, child and family well-being conferences and technical meetings, and leadership meetings. I am informed by Maggie Wenté that the COO Negotiation Team and/or legal counsel attended each of such events to which they were invited.
59. I am informed by Maggie Wenté and believe that over the last nine years, members of COO's Negotiation Team and legal counsel were routinely invited to speak at PTO assemblies, Band Representative conferences, child and family well-being conferences and technical meetings, and leadership meetings, and that they attended all of the meetings and conferences to which they were invited.
60. As Grand Chief of AIAI, I was often present at the COO Leadership Council meetings. If I could not attend, I received updates by reviewing the meeting Minutes or from the COO Negotiation Team.

Post-Majority Support Services and Capital and CFS Capital Conference

61. On November 7-8, 2023, COO Social Services Sector hosted a Post-Majority Support Services and Child & Family Services Capital Conference. The purpose of the conference was to provide a learning and sharing opportunity for all participants with a focus on success stories and best practices. The conference included technical sessions regarding the CHRT proceedings. All materials from the conference are publicly available at the following link: <https://www.chiefsmeeting.com/socialconference>.

Informal opportunities to hear from First Nations' communities and leadership

62. COO made it a priority to hear from and update First Nations' communities, leadership, and technicians in Ontario on long-term reform of the FNCFS Program. I am informed by Maggie Wenté, and believe that COO staff and/or counsel attended at individual First Nations, tribal councils, or PTOs when invited and available, to present on the CHRT proceedings and negotiations. This included presenting on the AIP and the distribution of

funding flowing from the AIP, attending and presenting at First Nations Representative conferences, presenting on the draft national Final Agreement, and presenting and advising on funding allocations.

EVENTS LEADING UP TO THE ONTARIO FINAL AGREEMENT

63. On December 31, 2021, COO, the AFN, the Caring Society, NAN, and Canada (the “Parties”) signed and executed the AIP. A true copy of Indigenous Services Canada’s Executive Summary of the AIP is attached as **Exhibit “T”**, which I obtained online at the following link: <https://www.sac-isc.gc.ca/eng/1644518166138/1644518227229>.
64. I am advised by Maggie Wente, that she has examined her past OKT Microsoft Outlook calendars and that the negotiation of the AIP took place approximately four days a week from early November 2021 until late December 2021.
65. As outlined in the Executive Summary, Canada agreed in the AIP to dedicate \$19.807 billion over a five-year period for the FNCFS Program, major capital relating to the FNCFS Program, and Jordan’s Principle.
66. It is my understanding that the AIP provided the framework for the negotiations on long-term reform of the FNCFS Program and Jordan’s Principle. The AIP committed the Parties to reforming the FNCFS Program by March 31, 2023.
67. Shortly after the AIP was signed, the Parties began negotiating a Final Settlement Agreement. I was actively involved in the negotiations as the Social Services Sector portfolio holder, as was the now Ontario Regional Chief Abram Benedict.
68. I was informed and updated by the COO Negotiation Team that negotiations stalled in January and February 2023 when the Caring Society and the AFN advised the other Parties that an agreement could not be reached by the previously agreed upon deadline of March 31, 2023.
69. I was informed by the COO Negotiation Team that the AFN and Caring Society had collaborated on and presented to the other Parties a document called the “Path Forward” which was intended to guide future work on the reform of the FNCFS Program and Jordan’s Principle.

70. On or around October 24, 2023, I was informed by the COO Negotiation Team that Canada announced to the Parties that Canada had received a mandate to continue long-term reform negotiations based on the Path Forward.
71. After Canada announced its new mandate, the Parties resumed negotiations towards a draft Final Agreement on long-term reform of the FNCFS Program. I remained actively involved in the negotiations in my role as Social Services Sector portfolio holder. If I was not present at negotiations, I was regularly briefed by the COO Negotiation Team and asked to provide guidance and instructions.
72. The Advisory Committee was also routinely briefed and asked to provide information and advice to formulate COO's negotiation positions.
73. The Caring Society's position in the negotiations changed over time. On December 8, 2023, the Caring Society formally withdrew from the AIP negotiations. On December 12, 2023, the Caring Society filed a non-compliance motion with the Tribunal regarding Jordan's Principle. COO, AFN, NAN, and Canada continued to advise the Caring Society that they were welcome to participate in negotiations. I was advised by Maggie Wente, that the Caring Society and the other Parties to the AIP were unable to agree on some key matters relating to the conduct of the negotiations that differed from the terms of the AIP. For instance, as affirmed in the March 15, 2024 affidavit of Craig Gideon at paragraph 39, filed with the Tribunal in response to the Caring Society's non-compliance motion related to Jordan's Principle dated December 12, 2023, the Caring Society stated it would not be bound by the AIP terms or the Joint Path Forward and ceased its participation in the negotiations table. We continued to provide the Caring Society with the negotiation meeting agendas, but they did not regularly attend the negotiation meetings. I was advised by Maggie Wente, that on February 13, 2024, counsel for the Caring Society sent a letter to all Parties' counsel formally confirming that it was withdrawing from negotiations. A copy of the Caring Society's February 13, 2024 letter to counsel is attached as **Exhibit "U"**.
74. The remaining Parties—AFN, COO, NAN, and Canada—continued in their negotiations towards a Final Settlement Agreement.

75. The negotiation of the draft Final Agreement took place intensively, and usually four days a week in person, from January to May. In May and June, the Parties continued to meet online, and in person, on a less frequent basis.
76. On July 11, 2024, I was present when the AFN, COO, NAN, and Canada finalized the last details of the agreement during the AFN Annual General Assembly. We then collectively announced that we had signed a draft national Final Agreement. A copy of the draft national Final Agreement is attached as **Exhibit “V”**.
77. Canada committed \$47.8 billion for national reforms to the FNCFS Program over 10 fiscal years in the draft national Final Agreement.
78. In the months following the signing of the draft national Final Agreement, COO organized information sessions which were delivered by COO staff and COO’s counsel. COO-organized information sessions occurred as follows:
- August 16, 2024
 - August 23, 2024
 - August 30, 2024
 - September 6, 2024
 - September 10, 2024
 - September 23, 2024
 - October 4, 2024.
79. The information sessions featured a slide deck presentation and time for questions from the attendees was given in all cases.
80. In addition to the COO-delivered online information sessions, I am informed by Maggie Wente, and believe that COO staff and/or counsel attended at individual First Nations, tribal councils, or PTOs when invited and available, to present on the draft national Final Agreement.
81. In the weeks leading up to the finalization of the draft national agreement, and shortly thereafter, COO also organized PTO specific information sessions which were delivered

by COO counsel. COO staff attended when they were available. These sessions occurred as follows:

- May 23, 2024: COO Presentation to Independent First Nations
- June 5, 2024: COO Presentation to AIAI
- August 12, 2024: COO Presentation to AIAI
- August 23, 2024: COO Presentation to AIAI
- August 27, 2024: COO Presentation to Anishinabek Nation
- September 11, 2024: COO Presentation to Mushkegowuk Chiefs
- September 18, 2024: COO Presentation to Independent First Nations.

82. COO and NAN also collaborated on a website to provide a copy of the draft national Final Agreement, information fact sheets, FAQs, and briefings to Chiefs, technicians, and community members. The website and all the materials were posted online at FNCFSreform.ca, which COO and NAN shared on their social media channels, including Facebook, Instagram, X and YouTube.

- a. A copy of the “Final Agreement on the Long-Term Reform of the First Nations Child and Family Services Program – Executive Summary” booklet is attached as **Exhibit “W”**;
- b. A copy of the fact sheet outlining Frequently Asked Questions about the draft national Final Agreement is attached as **Exhibit “X”**;
- c. A copy of the information session presentation slides on “Funding under the Final Agreement on Long-Term Reform of the FNCFS Program” is attached as **Exhibit “Y”**.

83. I am advised by Finn Simard, and believe, that he ensured that all COO Chiefs were sent information about the website and the information sessions by email.

84. I personally also participated in information sessions that were meant to inform leadership and technicians about the contents of the draft national Final Agreement on August 16, 23 and 30, 2024, September 6, 10 and 23, 2024 and October 4, 2024. In my observation, there were a variety of viewpoints expressed about the merits of the draft national Final Agreement and many people challenged the draft national Final Agreement.

85. The AFN also delivered a series of information sessions in person and online. I am informed by Maggie Wentz and believe that COO legal counsel at times presented at those sessions on August 22, 2024 and September 5, 2024 and that there was participation from leadership and technicians from Ontario.
86. During the time between July 11, 2024 and the AFN ratification votes, community members, Chiefs, technicians, and other leaders were also able to review information posted by and attend presentations delivered by the Caring Society and the Our Children Our Way Society, both of whom opposed the draft national Final Agreement. During this time, representatives from the Caring Society also provided their views on the draft national Final Agreement on podcasts or in news articles. Although I did not personally attend each presentation, an example can be found at this website: <https://ourchildrenourway.ca/we-can-do-better-webinar-draft-fsa-speakers-presentations-resources-qas-video/>. A series of materials produced by the Caring Society regarding the draft national Final Agreement can be found here: <https://fncaringsociety.com/fncfs-resources>. A podcast where Dr. Cindy Blackstock appeared to discuss her views on the draft national Final Agreement is here: <https://www.youtube.com/watch?v=NtlX6Cv2unc>.
87. In my view, during this time there was no shortage of public debate and public information on various parties' views of the merits of the draft national Final Agreement. The opposition to the draft national Final Agreement was well-known and communicated.
88. On September 3, 2024, I received an email from the Caring Society attaching a letter addressed to Leadership regarding the Caring Society's proposed amendments to the draft national Final Agreement, and a document outlining the proposed amendments. I shared the Caring Society's proposed amendments to the draft national Final Agreement with the COO Negotiation team, who reviewed and considered them. A copy of the Caring Society's letter and the document outlining the proposed amendments is attached as **Exhibit "Z"**.
89. I am informed by Finn Simard and believe that he personally emailed each Chief in Ontario an individualized funding profile of the funding expected if the draft national Final Agreement was ratified and eventually implemented. A copy of the template of the funding profile is attached as **Exhibit "AA"**.

90. COO also provided the Advisory Committee members with regional funding profiles containing the funding profiles for each First Nation and FNCFS Agency in their region.
91. On October 9 and 10, 2024, I was present when the NAN Chiefs-in-Assembly and Ontario Chiefs-in-Assembly ratified the draft national Final Agreement at their respective Special Chiefs Assemblies. A copy of the COO Resolution 24/24S calling for the ratification of the draft national agreement is attached as **Exhibit “BB”**. Again, COO’s Negotiation Team provided information about the draft national Final Agreement and fielded questions about it at the COO Special Chiefs Assembly. The Ontario Chiefs-in-Assembly debated the merits of the draft national Final Agreement before the vote.
92. On October 17, 2024, at the AFN Special Chiefs Assembly, the draft national Final Agreement was put to a vote by First Nations-in-Assembly. Leading up to the vote, there were two days of information sessions and discussion about the merits and disadvantages of the draft national Final Agreement, with presentations and speakers from First Nations, the AFN, COO, NAN, the Caring Society, child welfare technicians and FNCFS Agency staff and directors. I was in attendance virtually when the deal was put to a vote and ultimately rejected. A copy of the AFN Resolution No. 60/2024 calling for the rejection of the draft national Final Agreement and a new negotiation process for agreements related to the long-term reform of the FNCFS Program and Jordan’s Principle is attached as **Exhibit “CC”**.
93. Although this was not the result we had hoped for, I respect that Chiefs in other provinces and territories did not want to move ahead with the proposed reforms outlined in the draft national Final Agreement. Nevertheless, First Nations in Ontario remained resolute in their commitment to reforming the FNCFS Program in Ontario.
94. In November 2024, at the COO Annual General Assembly, the Ontario Chiefs-in-Assembly passed Resolution 24/28S mandating COO to pursue an Ontario-specific agreement. A copy of Resolution 24/28S is attached as **Exhibit “DD”**.
95. Guided by Resolution 24/28S, Ontario Regional Chief Abram Benedict and NAN Grand Chief Alvin Fiddler formally invited Canada to enter negotiations to achieve a reformed

FNCFS Program in Ontario. A copy of the letter sent by the Ontario Regional Chief to Canada on October 25, 2024 is attached as **Exhibit “EE”**.

96. On December 30, 2024, I was informed by Maggie Wente and believe that Canada had announced it had received a mandate to negotiate with COO and NAN towards long-term reform of the FNCFS Program in Ontario. A copy of the letter sent by the Honourable Minister Patty Hajdu and addressed to Ontario Regional Chief Abram Benedict and NAN Grand Chief Alvin Fiddler is attached as **Exhibit “FF”**.

97. In January 2025, COO, NAN, and Canada participated in intensive negotiations on long-term reform of the FNCFS Program in Ontario. Those negotiations took place usually four days a week from January 7, 2025 until January 31, 2025. COO, NAN, and Canada met regularly the week of February 3, 2025 to finalize the provisional Ontario Final Agreement.

98. The Advisory Committee met on the following dates to be briefed and provide further advice where required:

- January 13, 2025
- January 20, 2025
- January 27, 2025
- February 3, 2025
- February 10, 2025.

99. On February 10, 2024, COO, NAN, and Canada announced that a provisional Ontario Final Agreement and a provisional Trilateral Agreement had been reached. The Ontario Final Agreement provides for \$8.5 billion over nine fiscal years, for the period of April 1, 2025 to March 31, 2034.

100. After the provisional Ontario Final Agreement and Trilateral Agreement were announced, COO and NAN again arranged public information sessions on the agreements and their contents. Those information sessions occurred on February 13 and 21, 2025. During those

information sessions, there was a presentation and time for questions to be asked and answered.

101. COO and NAN published resources about the Ontario Final Agreement publicly online at [FNCFSreform.ca](https://fncfsreform.ca), including fact sheets, information session presentation slide decks, final draft versions of the Ontario Final Agreement and the Trilateral Agreement in English and French, and comparison versions outlining the differences between the draft national Final Agreement and the Ontario Final Agreement.

- a. A copy of the information session presentation slide deck on the draft Ontario Final Agreement is attached as **Exhibit “GG”**.
- b. A copy of the information session presentation slide deck on the Regional Approach to Remoteness is attached as **Exhibit “HH”**.
- c. A copy of COO’s FNCFS reform fact sheets, including a fact sheet on the Trilateral Agreement, a fact sheet for FNCFS Agencies, a fact sheet on the Ontario Final Agreement, and a fact sheet on Myths and Facts about the Ontario Final Agreement are attached together as **Exhibit “II”**.

102. COO also corresponded directly with Ontario Chiefs through email, and shared resources and information through its social media channels, including over Facebook, Instagram, X, and YouTube.

103. The COO Leadership Council also met weekly with the Team to be briefed, ask questions, and provide input during the January and February 2025 negotiations, and leading up to the ratification votes.

104. COO also held weekly confidential calls only for Leadership Council, Chiefs and their proxies during January and February 2025, on the following dates:

- January 24, 2025
- January 31, 2025
- February 7, 2025
- February 14, 2025
- February 21, 2025.

During those times, there was an opportunity for questions to be asked of the COO Negotiation Team.

105. I am informed by Finn Simard, and believe, that before the COO Special Chiefs Assembly on February 26, 2025, he personally emailed each Chief in Ontario an individualized funding profile of the funding expected under the Ontario Final Agreement. A copy of the updated template of the funding profile, as under the Ontario Final Agreement, is attached as **Exhibit “JJ”**.

106. On February 26, 2025, I was present at the COO Special Chiefs Assembly, when the Ontario Chiefs-in-Assembly ratified the Ontario Final Agreement and the Trilateral Agreement after a presentation and a question-and-answer period. The Ontario Chiefs-in-Assembly approved the Ontario Final Agreement and the Trilateral Agreement with 76 delegates voting in favour, four opposed and three abstentions out of 133 eligible First Nations. A copy of the Resolution 01/25S is attached as **Exhibit “KK”**. A copy of Resolution 25/02S, concerning the involvement of all other parties to the CHRT proceedings in this Tribunal application is attached as **Exhibit “LL”**.

107. Some common themes that COO heard during its discussions with leadership and technicians were: community-based prevention is a priority for First Nations, who know the families in their communities best and can help them before they come to the attention of a child welfare authority; First Nations should be in control of funding and services; the applications-based process arising from the “actuals” orders was not ideal as it was difficult to access, leaving some First Nations who lacked capacity unable to apply and receive funding; capital needs are a priority; lack of housing on-reserve is a barrier to reunification and a driver of children into care.

STUDIES RELIED UPON FOR ONTARIO AGREEMENT

108. The Ontario Agreement is evidence-based and built on the reports created by the Institute of Fiscal Studies and Democracy (“IFSD”) and the OSS.

109. I understand copies of the IFSD reports can be found in the affidavit(s) Canada will file in this motion.

The Ontario Special Study

110. Guided by Resolutions 25/17 (attached as **Exhibit “N”**) and 17/21 (attached as **Exhibit “O”**), COO commissioned the OSS to look at the redesign of the child welfare system for First Nations children, families, and communities in 2018. The OSS also evaluated the adequacy of the 1965 Agreement in achieving comparability of service, culturally appropriate services that account for historical disadvantage, and ensuring the best interest of the child are paramount.
111. The Technical Table on Child and Family Well-Being considered First Nations child welfare reforms in Ontario, which included representatives from the First Nations PTOs in Ontario, and the governments of Canada and Ontario.
112. The goal of the OSS was to examine the funding relationship and comparability of child welfare services for on-reserve children in Ontario and to provide options on a new First Nations family well-being policy, program delivery, and funding approach that is family-centered, community-directed, and supports better outcomes by focusing on prevention. The report was also intended to address substantive equality, align with Canada and Ontario’s commitment to achieving reconciliation with Indigenous peoples, and continue to support decolonization. The approach would respect First Nations perspectives on child well-being and support and enhance First Nations cultures, control, laws, jurisdiction, and autonomy.
113. The OSS found that First Nations child welfare in Ontario is significantly underfunded. It proposed a complete redesign of First Nations child welfare in Ontario, one built on self-determination and grounded in prevention and family restoration.
114. The four stages identified by the Report were:
 - a. First Nations engagement and preparation for program, services, and supports;
 - b. Transition: implementing programs, services and supports;
 - c. Transition: measuring community and agency readiness; and
 - d. Steady state.

115. The OSS identified approaches to prevent children coming into care with an emphasis on prevention for FNCFS. It evaluated and offered options for the current funding approach for the child and family services component of the 1965 Agreement, and examined and offered options for revisiting the 1965 Agreement. The OSS is also informed by the work of NAN, who examined and developed a “remoteness coefficient” that can be applied to child and family services to ensure the standard of service found in non-remote areas would be available in remote and northern communities.

116. The OSS made recommendations in the areas of:

- a. First Nations Self-Determination and Inherent Jurisdiction;
- b. Language and Culture;
- c. First Nations Determinants of Well-being;
- d. Service Delivery;
- e. Equitable Supports and Capacity for Well-being;
- f. Equitable and Predictable Funding; and
- g. A New Agreement.

117. At the February 5-6, 2020 Special Chiefs Assembly, the Ontario Chiefs-in-Assembly accepted the final report of the OSS through Resolution 20/14. A copy of Resolution 20/14 is attached as **Exhibit “MM”**.


118. On February 27, 2020, COO filed the OSS and Resolution 20/14 with the CHRT. A copy of the Letter filing the materials is found at **Exhibit “NN”**.

AFFIRMED before me at Toronto, ON, in
Ontario this 6th day of MARCH 2025.



A Commissioner, etc.

M. Wente, Barrister
LSO# 479705



Name Joel Abram

APPENDIX A:

LIST OF FSA ADVISORY COMMITTEE / SSCU MEETINGS JUNE 2016-FEB 2025	
Date	Meeting
June 14, 2016	SSCU Meeting
June 27, 2016	SSCU Meeting
August 17, 2016	SSCU Meeting
November 10, 2016	SSCU Meeting
April 5, 2017	SSCU Meeting
January 10, 2018	SSCU Meeting
January 22, 2018	SSCU Meeting
June 5, 2018	SSCU Meeting
June 6, 2018	SSCU Meeting
September 10, 2018	SSCU Meeting
October 19, 2018	SSCU Meeting
April 8, 2019	SSCU Meeting
April 29, 2019	SSCU Meeting
April 30, 2019	SSCU Meeting
September 25, 2019	SSCU Meeting
December 10, 2019	SSCU Meeting
May 5, 2020	SSCU Meeting
May 20, 2020	SSCU Meeting
September 20, 2020	SSCU Meeting
November 9, 2020	SSCU Meeting
February 16, 2021	SSCU Meeting

May 25, 2021	SSCU Meeting
June 6, 2021	SSCU Meeting
September 2, 2021	SSCU Meeting
September 16, 2021	SSCU Meeting
September 27, 2021	SSCU Meeting
January 21, 2022	SSCU Meeting
February 8, 2022	FSA Advisory Committee Meeting
March 31, 2022	SSCU Meeting
May 19, 2022	FSA Advisory Committee Meeting
June 23, 2022	FSA Advisory Committee Meeting
July 7, 2022	FSA Advisory Committee Meeting
July 12, 2022	FSA Advisory Committee Meeting
July 19, 2022	FSA Advisory Committee Meeting
July 26, 2022	FSA Advisory Committee Meeting
August 2, 2022	FSA Advisory Committee Meeting
August 11, 2022	FSA Advisory Committee Meeting
August 18, 2022	FSA Advisory Committee Meeting
August 25, 2022	FSA Advisory Committee Meeting
September 20, 2022	FSA Advisory Committee Meeting
September 27, 2022	FSA Advisory Committee Meeting
October 18, 2022	FSA Advisory Committee Meeting
October 25, 2022	FSA Advisory Committee Meeting
November 8, 2022	FSA Advisory Committee Meeting
December 1, 2022	FSA Advisory Committee Meeting
December 7, 2022	FSA Advisory Committee Meeting

December 9, 2022	FSA Advisory Committee Meeting
December 13, 2022	FSA Advisory Committee Meeting
December 18, 2022	FSA Advisory Committee Meeting
January 10, 2023	FSA Advisory Committee Meeting
January 11, 2023	FSA Advisory Committee Meeting
January 24, 2023	FSA Advisory Committee Meeting
January 31, 2023	FSA Advisory Committee Meeting
February 6, 2023	FSA Advisory Committee Meeting
February 23, 2023	FSA Advisory Committee Meeting
February 28, 2023	FSA Advisory Committee Meeting
March 14, 2023	FSA Advisory Committee Meeting
March 19, 2023	FSA Advisory Committee Meeting
April 11, 2023	FSA Advisory Committee Meeting
May 2, 2023	FSA Advisory Committee Meeting
June 1, 2023	FSA Advisory Committee Meeting
June 6, 2023	FSA Advisory Committee Meeting
June 15, 2023	FSA Advisory Committee Meeting
July 4, 2023	FSA Advisory Committee Meeting
July 25, 2023	FSA Advisory Committee Meeting
August 1, 2023	FSA Advisory Committee Meeting
September 12, 2023	FSA Advisory Committee Meeting
September 26, 2023	FSA Advisory Committee Meeting
October 3, 2023	FSA Advisory Committee Meeting
October 10, 2023	FSA Advisory Committee Meeting
October 24, 2023	FSA Advisory Committee Meeting

November 1, 2023	FSA Advisory Committee Meeting
November 2, 2023	FSA Advisory Committee Meeting
November 6, 2023	FSA Advisory Committee Meeting
November 14, 2023	FSA Advisory Committee Meeting
November 17, 2023	FSA Advisory Committee Meeting
November 22, 2023	FSA Advisory Committee Meeting
December 12, 2023	FSA Advisory Committee Meeting
December 14, 2023	FSA Advisory Committee Meeting
December 18, 2023	FSA Advisory Committee Meeting
January 30, 2024	FSA Advisory Committee Meeting
March 5, 2024	FSA Advisory Committee Meeting
March 19, 2024	FSA Advisory Committee Meeting
March 25, 2024	FSA Advisory Committee Meeting
April 15, 2024	FSA Advisory Committee Meeting
April 22, 2024	FSA Advisory Committee Meeting
May 19, 2024	FSA Advisory Committee Meeting
May 29, 2024	CCOS, SSCU, Advisory Committee Joint Briefing
July 5, 2024	FSA Advisory Committee Meeting
August 1, 2024	FSA Advisory Committee Meeting
August 22, 2024	FSA Advisory Committee Meeting
August 29, 2024	FSA Advisory Committee Meeting
September 4, 2024	FSA Advisory Committee Meeting
September 5, 2024	FSA Advisory Committee Meeting
September 13, 2024	FSA Advisory Committee Meeting
September 15, 2024	FSA Advisory Committee Meeting

September 19, 2024	FSA Advisory Committee Meeting
October 30, 2024	FSA Advisory Committee Meeting
November 14, 2024	FSA Advisory Committee Meeting
January 13, 2025	FSA Advisory Committee Meeting
January 20, 2025	FSA Advisory Committee Meeting
January 27, 2025	FSA Advisory Committee Meeting
February 3, 2025	FSA Advisory Committee Meeting
February 10, 2025	FSA Advisory Committee Meeting

APPENDIX B:

LIST OF CHIEFS ASSEMBLIES, MEETINGS AND BRIEFINGS JUNE 2016-FEB 2025	
Date	Meeting
June 28, 2016	AOCC Meeting
August 17, 2016	Chiefs Committee on Social Meeting
October 1, 2017	AOCC Conference
January 25, 2018	National Emergency Child Welfare Meeting
January 26, 2018	National Emergency Child Welfare Meeting
June 7, 2018	Chiefs Committee on Social Meeting
June 20, 2018	Chiefs Committee on Social Meeting
August 6, 2018	Chiefs Committee on Social Meeting
November 9, 2018	COO Leadership Council Meeting
November 20, 2018	Chiefs Assembly - <i>in camera</i> presentation
April 8, 2019	Chiefs Committee on Social Meeting
April 9, 2019	COO SCA
April 10, 2019	COO SCA
May 8, 2020	COO Leadership Council Meeting
January 12, 2021	COO Leadership Council Meeting
January 15, 2021	Chiefs Committee on Social Meeting
March 16, 2021	Leadership Council Meeting
March 16, 2021	COO Leadership Council Meeting

May 5, 2021	1965 Agreement Symposium
December 8, 2021	Chiefs Assembly - <i>in camera</i> presentation
December 11, 2021	COO Leadership Council Meeting
December 14, 2021	COO Leadership Council Meeting
January 7, 2022	COO Leadership Council Meeting
February 28, 2022	Leadership Council Meeting
March 31, 2022	COO Leadership Council Meeting
April 4, 2022	COO Leadership Council Meeting
April 6, 2022	COO Leadership Council Meeting
April 21, 2022	COO Leadership Council Meeting
June 13, 2022	Chiefs Assembly - <i>in camera</i> presentation
October 12, 2022	Chiefs Committee on Social Meeting
October 13, 2022	Chiefs Committee on Social Meeting
November 16, 2022	COO Chiefs Assembly
November 17, 2022	Dialogue Session for Chiefs on Long Term Reform
December 5, 2022	Dialogue Session for Chiefs on Long Term Reform
December 6, 2022	Ontario Caucus Meeting
December 7, 2022	COO Plenary Session on Long-Term Reform
February 1, 2023	COO Leadership Council Meeting
February 28, 2023	Chiefs Committee on Social Meeting
March 1, 2023	Chiefs Committee on Social Meeting on Long-Term Reform
March 6, 2023	COO Leadership Council Meeting
March 21, 2023	COO Leadership Council Meeting
June 12, 2023	COO Assembly Dialogue Session

June 13, 2023	COO Annual Chiefs Assembly
July 11, 2023	Ontario Caucus Meeting
October 3, 2023	Ontario Regional Chief Briefing on Compensation Agreement Decision
October 8, 2023	Leadership Council Meeting
October 17, 2023	Leadership Council Meeting
November 22, 2023	COO Assembly
December 6, 2023	Chiefs Assembly Leadership Council Meeting
December 6, 2023	Chiefs Committee on Social Meeting on Long-Term Reform
January 18, 2024	COO Leadership Council Meeting
January 23, 2024	COO Leadership Council Meeting
February 27, 2024	COO Leadership Council Meeting
March 19, 2024	Chiefs Committee on Social Meeting on Long-Term Reform
April 3, 2024	COO Leadership Council Meeting
May 20, 2024	AFN, COO, NAN Leadership Meeting
May 22, 2024	COO Leadership Council Meeting
May 29, 2024	CCOS, SSCU, Advisory Committee Joint Briefing
June 10, 2024	COO Leadership Council Meeting
June 11, 2024	Chiefs Assembly - <i>in camera</i> presentation
July 9, 2024	COO Leadership Council Meeting
August 20, 2024	COO Leadership Council Meeting
September 4, 2024	COO Leadership Council Meeting
September 17, 2024	COO Leadership Council Meeting
October 9, 2024	COO Leadership Council Meeting
October 10, 2024	Special Chiefs Assembly - FNCFS Reform
October 16, 2024	COO Leadership Council Meeting

November 18, 2024	COO Leadership Council Meeting
November 19, 2024	Fall COO Chiefs Assembly - <i>in camera</i>
December 12, 2024	COO Leadership Council Meeting
January 9, 2025	Chiefs Meeting on Final Agreement update
January 13, 2025	COO Leadership Council Meeting
February 26, 2025	COO Special Chiefs Assembly