



2014 - 2015 Annual Report



**Prepared for the 27th Annual General Meeting
July 28 to July 30, 2015
Hosted by Aroland First Nation**





“This is an item from the earth. This is how we are going to move forward in our working relationship. The minerals will be in the earth for a long time. The First Nation peoples will benefit forever. This young child will hopefully benefit from what is about to happen in our territories. We hope the development will benefit all of our communities. We look forward to having a good relationship with everybody and working together so we can all benefit.”

— Ananias Spence, Elder, Webequie First Nation presenting a sweet grass wreath to the Minister of Northern Development and Mines, and the Matawa Chiefs.



MATAWA FIRST NATIONS MANAGEMENT

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MATAWA FIRST NATIONS MANAGEMENT

Message

from the
President of the Board



Booshoo/Hello

Another year has gone by and it has been a productive and successful year for the organization of Matawa.

As President of Matawa organization I must state with pride that it has been a productive and successful year for the First Nations, organization of Matawa and partners.

Excellent leadership and impeccable staff have gone a long way to work as a team towards a brighter and promising future for our generations to come.

We have gained much knowledge from our elders of the past, present and will continue in our future. They have paved a path for us today, without the elders; it is safe to say we would not be here living as they honoured our treaties, our land, our inherent rights and our way of living, Our way of living was preserved by our forefathers.

It is with great honour and humility that we as Anishinabek people move forward with a positive mind as we embark towards a promising future.

It is also in our best interest to represent and advocate for our most important and precious resources, our children. Child welfare

concerns needs to be addressed at a higher level in conjunction with our leadership to have jurisdictional rights over our children in care, First Nation controlled child welfare agencies services must need to be implemented that affect our communities, our children and families.

So with that, I take this time to encourage you to honour our elders with respect who have handed down their knowledge so that we would live a sustained life to its fullest. And also, love your children, grandchildren cherish them and teach them the good way of life and encourage them the importance of a good education that will benefit them in the future.

Meegwetch/Thank you

Darius Ferris,
President of the Board of Directors



MATAWA FIRST NATIONS MANAGEMENT Board of Directors

President

Darius Ferris
Constance Lake First Nation

Vice President

Stanley Oskineegish
Nibinamik First Nation

Secretary / Treasurer

Charlie OKeese
Eabametoong First Nation

Robinson Meshake
Aroland First Nation

Maurice Waboose
Ginoogaming First Nation

Frank Onabigon
Long Lake #58 First Nation

Anna (Betty) Achneepineskum
Marten Falls First Nation

Sharon Sakanee
Neskantaga First Nation

Roy Spence
Webequie First Nation





MATAWA FIRST NATIONS MANAGEMENT

Message

from the
CEO

The Power of Unity, The Dignity of Difference

L^ub L^u·Δ^uΔ^u·Δ^u P^uP^u·C^uL^u·b^u b^uJ^uV^u<b^u·P^u·b^u



BOOSHOO, WACHEYA MIISAWAA ANISHINABEK, ANISHINNIWUG AND INNINIWUG

Imagine a community with clean drinking water, a house with enough bedrooms for the whole family, a happy family and a healthy community. For many of us that is a dream, but a dream I believe can become a reality. For First Nations in Matawa we have an opportunity in our territories to make this happen. We can do this by exercising our rights to our resources to a brighter future for our Peoples of the Land.

I believe our Peoples have the will to make this happen, it can be done. What we need is for all of us to work together. We must view these opportunities as belonging to our Peoples, sharing in the resources and the wealth will only bring prosperity for all. I believe this is what our ancestors would have liked to see. So how do we begin to achieve that goal?

On July 13 2011, the Matawa Chiefs signed a Unity Declaration Mamow-Wecheekapawetahteewiin, Standing Together. In this declaration the Chiefs said “The nine (9) First Nations take the position that our traditional territories are under our control, and approval to operate in our respective territories cannot be given by the government or any other entities.” Furthermore the Chiefs declared “We are united in sharing a common vision of being self-sufficient, self-governing Peoples within a healthy, thriving culture, living in our homelands that shall sustain us for all times.” Finally the Chiefs declared “Therefore we assert our Aboriginal and Treaty Rights to the land, water and resources by requiring our written consent before any development activity may proceed”

For me the most compelling is the statement “We agree (nine First Nations) that we must stand together in order to ensure our Nation is protected.”

I believe this is a powerful and compelling Unity



Declaration. Therefore it's up to us as Peoples of the Land to make sure that declaration stands and is enforced. It's up to us as Peoples to exercise our Aboriginal and Treaty Rights. Our ancestors are watching over us, our great-grand parents, grand-parents and our parents who have passed on to be with our Creator will be there to support us.

So, in 2050 when I'm 100 years old I hope to see nine communities thriving from the wealth of their land, thriving culture and our languages spoken, nine communities with healthy happy children and families. But more importantly nine communities as one Nation. I believe that this can happen.

On behalf of Matawa First Nations Management, Kiikenogama Kikenjigewin Employment and Training Services (KKETS), Matawa Learning Centre

and Four Rivers Environmental Services Group and our subsidiary companies we will do whatever it takes to work with our First Nations to achieve their goals. We are there to provide advisory and program support for our First Nations.

With all my respects,

David Paul Achneepineskum,
CEO, Matawa First Nations Management



Current Matawa Chiefs Council

A Council comprising of the nine First Nations Chiefs who make up Matawa First Nations and provide overall strategic direction to the organization and broad governance on collective issues.



Chief Sonny Gagnon
Aroland First Nation



Chief Celia Echum
Ginoogaming
First Nation



Chief Wayne Moonias
Neskantaga
First Nation



Chief Rick Allen
Constance Lake
First Nation



Chief Allen Towegishig
Long Lake #58
First Nation



Chief Johnny Yellowhead
Nibinamik
First Nation



Chief Elizabeth Atlookan
Eabametoong
First Nation



Interim Chief Bruce Achneepineskum
Marten Falls
First Nation



Chief Cornelius Wabasse
Webequie
First Nation



Communications

DEPARTMENT DESCRIPTION:

Communications provides assistance and support to the Matawa First Nations Management departments, Chiefs Council, as well as the 9 Member First Nations. Communications services include:

- Develop multimedia information materials and reports as needed (I.e. Brochures, posters, business cards, etc)
- Produce and share relevant Matawa information via website, social media, and radio broadcasting
- Maintain Matawa First Nations website, social media(s), and community cultural portal
- Ensures brand compliance on public documents and all information materials
- Develops media releases and advisories and liaises with media and public as required, which includes media monitoring
- Supports communities with communications capacity building: Template building, brochure development, content management, etc

PROGRAMS AND INITIATIVES JULY 2014 - JULY 2015:

Website/Cultural Portal/Social Media

Communications continues to manage and update the recently developed Matawa First Nations Management website content management system (CMS), this includes job opportunities, news events and photos as well as upcoming events. The Community Cultural Portal is also updated with community specific information as per requested



by Member First Nations. MFNM has 2 social media platforms which are regularly monitored and updated (Facebook and Twitter accounts active).

Matawa Intranet Solution

After completing initial staff training and full implementation the Matawa Intranet Solution launched in April 2015 with all content uploaded needed for basic functionality. The Matawa Intranet Project Team continues to work on managing the database, as well as providing information and training to the remaining MFNM staff and Member First Nations (Working Groups) interested.

Brand Implementation and Visual Identity

Communications ensures that all updated branding is visible on all information materials before publication. This includes the Matawa logos, the ISO Registration, colour compliance, tagline, etc. If departments require these graphics Communications will provide support.

Promotion and Information Sharing

Communications also supports the MFNM Departments and Communities when requested for various information sharing assistance:

- Event Promotion and Graphics: Posters,



Communications



Invitations, Programs, Promotion on social media and website(s)

- Brochures

Media and Public Relations

Communications conducts regular media monitoring as well as records of media relevant to MFNM. Communications also provides support with media release/advisory writing.

Respond to Community Requests

When requested, Communications provides support and services to the 9 Member First Nations. Communications can assist with:

- Promotion and Information Sharing
- Template building
- Content Management System and Intranet/extranet training

Quality Management System (QMS)

Adhere to, implement, review and improve Matawa First Nations Management's Quality Management System as it relates to all duties of the department.

HIGHLIGHTS AND SUCCESSES:

Website/Intranet/Cultural Portal/Social Media

- Both the MFNM website and the KKETS website are regularly updated and monitored
- There has been an increase in traffic for both the websites as well as the social media streams
- Cultural Portal regularly updated with Community information
- Intranet Solution launch in April 2015

Promotion and Information Sharing

- 24 radio broadcasts via Wawatay
- 4 Matawa Messengers
- Assisted with the content and design for the Matawa Broadband Project brochure
- Assisted with information materials with the Regional Framework Project Department
- Assisted with updates to the corporate information for the CAMA and PDAC conferences which included the Matawa Corporate Brochure, Economic Development Resource Guide, and the Matawa Contact Card
- Assisted with the Education Graduation Invitations and Programs, as well as the Matawa Learning Centre Graduation invitations and programs
- Other Departmental collateral support as requested



Communications

Media and Public Relations:

- Departmental Media Releases/Conferences
- Chiefs Council Media Releases/Conferences
- Respond to Media requests
- Attendance at Matawa events, community events, and public promotion at tradeshow, conferences, and workshops

Quality Management System (QMS):

- Communications Intern trained for Internal Audits and is the Communications Quality Assurance Rep
- Have completed the documentation phase to 80%

CHALLENGES:

Respond to Community Requests:

- Cannot respond adequately to all requests
- Lack of travel funds
- Lack of Human Resources

Strategic Plan:

- Partially completed in collaboration with marketing agency and agency of record
- Draft Communications model developed and presented to Chiefs
- Regional Framework presents an opportunity to further develop the model with community input and Communications

Maintaining Staffing Levels:

- Was unable to maintain full capacity for Communications staff due to instability in funding from July 2014 to the end of July 2015.



NOHFC funded a Communications Intern during this period

- Require a minimum of 1 permanent position to support the increased number of departmental/community requests related to Regional Strategy as well as Communications
- Communications Intern trained in use of website, intranet, cultural portal, brand, collaterals, quality assurance, and broadcasting as well as report writing and other critical technical skills including design, graphics and media releases writing, etc

OPPORTUNITIES:

- Increased capacity and improved internal communications with the use of the Matawa Intranet Solution
- Support for community capacity building and communications
- Regional Strategy Communication support at Matawa Level
- Expansion of radio broadcasts and types of broadcasts (Pre-recording, etc)
- Expansion of video capabilities
- Human Resources (Maintain current staff and increase staff)



Health and Social Meno Biimadeswin

DEPARTMENT DESCRIPTION:

The Health and Social Meno Biimadeswin provides advisory, advocacy and technical support services in all areas of health and wellness programming to Matawa First Nations. The HSMB oversees the management and administration of regional funded projects, coordinates specific community-based programs, provides and assists in crisis management, intervention and promotion/awareness on wellness and healthy lifestyles.

PROGRAMS AND INITIATIVES JULY 2014 - JULY 2015:

Health Consultation and Liaison

This program provides the overall coordination, administration and management of all health related programs with four (4) First Nations in the SLKT Zone Area.

- to provide coordination and support to First Nation Programs
- to raise the level of health and healthy lifestyles of community members through community awareness/ promotion and prevention activities
- to oversee the development, management and administrative practices of health programs and services

This program also provides opportunities to liaise, collaborate and network with other Matawa First Nation communities, agencies and organizations. The main focus was advocating resources for prescription drug abuse and/or misuse.

Transitional Housing & Support Program (Family Violence Project)

This program provides the overall management, administration and coordination of client supports in seven (7) Matawa First Nations.

- to provide transitional and housing supports for women and their children, who are experiencing/have experienced abuse
- to support the development of a transitional support plan and a safety plan for women and their children
- to provide assistance and supports for women and their children in accessing services as needed and connecting them with community supports
- to provide awareness and education about family violence

This program specifically serves any woman, age 16 or older, who reside in the community, who identifies herself or is identified as having been physically, sexually, or emotionally abused by her partner and/or significant other.

Regional Crisis Intervention Worker Program

This program works in collaboration with eight (8) First Nation Crisis Team Programs.

- to increase community capacity to respond to crisis and emergency
- to provide supports for community(ies) when in crisis and emergency

The program is primarily focused on incidents related to suicides and family violence. Minimal supports are provided for individuals/families experiencing family/domestic violence, sudden deaths and, time to time, provide supports in court.



Health and Social Meno Biimadeswin



Also, the program assists in the administrative functions such as proposal writing, reporting, and program development, training front line workers, coordinating of events and representing Matawa in various committees.

Strategic Partnership Initiative-Prescription Drug

This initiative provides opportunities for Health and Social Programs to be active participants in the overall Ring of Fire Strategic planning.

- to provide a collective voice in addressing PDA issues related to economic development
- to provide technical supports for community-based initiatives, coordination and collaborative planning for the on-going development of a Regional Strategy

The overall goal is to develop a local and regional plan addressing the PDA issues and develop implementation supports required to improve services in preparation for Matawa First Nations members to receive equal opportunities and benefits from future economic developments. Supports provided under this initiative are; assisting individual First Nations in proposal development, coordinating educational awareness and capacity building activities, building new relationships and partnerships with other organizations and Government sectors for the on-going development of a long-term sustainable Regional PDA/Wellness Strategy.

Victim Services

This was initially a 2-year funded project but has received a continuation of another year. Victim Services provides the overall management, administration and coordination of community based client supports in nine Matawa First Nations.

- to provide culturally relevant services to victim of crime
- to increase community awareness
- to promote services to help reduce the impacts of crime

This program specifically serves victims of crime (crime as defined under the criminal code).

Specific services include the elements of direct victim services, public education and community engagement and partnerships with other victim service providers.

HIGHLIGHTS AND SUCCESSES:

Prescription Drug Abuse/Misuse

Matawa provides the support for the implementation of community-based detox/treatment and aftercare programs in all Matawa First Nation communities. All nine First Nations were funded for the aftercare programs (2014-15) and bridge funding (April-June).

PDA/M Back to our Roots Gathering IV

Hosted by Webequie First Nation (Feb/15) with 70 people registered and about 20-30 unregistered. The theme was "Voices of Our Families, NandoTaWiiShiiNam". Back to our Roots Gathering brings in 4-5 community workers, members and leadership from all Matawa First Nations. In this Gathering, we heard personal stories, community-based knowledge and best practices and presentations from partner agencies. All three



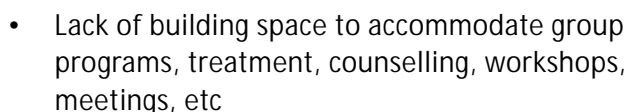
Capacity Building and Training

Other Successes

- The ongoing engagement, collaboration, networking and building new partners brings in new initiatives, opportunities, growth and development. Our health team sits at various boards and committees, advisory and working groups
- Successful advocacy for Victim Services funding extended to another year
- The continued work on the Evaluation of the Victim Service Program and Prescription Drug Abuse/Misuse Strategy

CHALLENGES:

- Lack of resources is a major challenge both in the communities and in Matawa to provide ongoing programs and services in all areas
- Guidelines and program criteria for funding communicated to First Nations is slow
- Lack of and inadequate resources in crisis response and management
- Immediate access and availability specialized services



The overall impact from these challenges is that our communities continue to be at risk, continue to operate and manage in crisis mode and continue to provide services with minimal supports in place.

OPPORTUNITIES:

- The possible continuation of SPI with a new focus-to develop a system address all aspects of health, mental health and addictions
- Possible funding for the Post-Aftercare Pilot Projects Proposal
- Opportunities for longer term resources resulting from the recommendation of the Truth & Reconciliation Report/recommendations
- The findings of the Mental Health Foundation research currently underway
- The Regional Framework (Ring of Fire) – assurance that Health & Social issues are active participants



Education



DEPARTMENT DESCRIPTION:

The Matawa Education Department provides support and advisory services to Matawa First Nations community schools and Education Authorities that result in school improvements and have a positive impact on the quality of students' learning. The Education Department staff support local education authorities, schools and teachers, and network with Aboriginal organizations, Aboriginal Affairs and Northern Development Canada, the Provincial Ministry of Education, School Boards, and Post Secondary and Secondary/Elementary institutions. The Department continues to develop its capacity to provide second level services to schools, including IT support, under the Pathways to Achieve Student Success (PASS!) program. In addition, the Department operates the Matawa Learning Centre, an alternative secondary school approved by the Ontario Ministry of Education. The Matawa Post Secondary Program has responsibility for Post Secondary Administration for five Matawa First Nations; Aroland, Ginoogaming, Long Lake # 58, Neskantaga, and Webequie. Support Services are available as well to other Matawa First Nations students upon request. In order to enhance the quality of educational programs and services, the Department continues to have a strong focus on the use of new technologies in education to increase learning opportunities for all Matawa community members.

PROGRAMS AND INITIATIVES JULY 2014 - JULY 2015:

Advisory Services

The Education Department continues to provide technical support for Matawa leadership both directly and through the Regional Advisory Committee on Education. This year, Bill C-33: First Nation Control of First Nations Education Act, was placed on hold, and it has been the subject of meetings facilitated by Nishnawbe Aski Nation (NAN), the Chiefs of Ontario (COO) and the Assembly of First Nations (AFN). The Education Department has provided technical support for Matawa leadership attending these forums and continues to liaise with other First Nation organizations on this critical issue.

Structural Readiness

Structural Readiness was created under the First Nation Student Success Program (FNSSP) to support Regional First Nation Organizations such as Matawa to increase and sustain their capacity to deliver education supports and services. This program/project has an extension date from September 2015 to March 31, 2016.

Several initiatives were undertaken under this structural readiness initiative. In December 2013, a community forum was held to gather information and insight directly from the Matawa communities and members. This information was used to formulate Matawa's new 5 year Strategic Plan on Education. Hunter-Courchene Group of Gatineau Quebec, was contracted to facilitate the revised regional plan. Additionally, each of the 8 participating communities received funds to prepare their own Community Priority Plans for Education. Again, this data has been incorporated into the regional strategic plan for education.



Education

Other activities pursued under Structural Readiness have included the creation of an Education Department website, intranet and a new Learning Management System and capacity development for members of the Regional Advisory Committee on Education with Buset & Partners. In addition to this training, Buset & Partners has also assisted in the development of options for corporate structure and development in anticipation of any new federal legislation.

Matawa Learning Centre

The Matawa Learning Centre provides a unique learning environment to support students and assist them to move toward the successful completion of their secondary education. The Matawa Learning Centre offers flexible schedules to meet the specific academic and personal needs of our students. We are able to support our students in ways for which provincial schools are neither equipped nor able. This unique student-centred programming enables our students to develop the knowledge, skills and attitudes necessary to continue their pathways to work, training, or post secondary education programs. The Matawa Learning Centre is an inspected and approved private secondary school by the Ministry of Education, with authority to grant Ontario secondary school credits and the Ontario Secondary School Diploma (OSSD).

The Matawa Learning Centre has completed its fifth year of operation. This past year the Principal and Teaching staff provided extra curricular activities for all Matawa secondary students living or visiting Thunder Bay. The Hunter Courchene Group was hired to conduct a formal review of the program. One eligible graduate was successful in the school year 2014-15 in obtaining their Ontario Secondary School Diploma.

Pathways to Achieve Student Success – PASS!

Since 2010, the Matawa Education Department has provided support services and resources for Matawa schools and Education Authorities, primarily in the areas of literacy, numeracy, information technology and early learning. Funding for these initiatives have been provided through the federal First Nation Student Success Program (FNSSP). This program also supports annual school success planning through which schools identify their priorities and goals for each year. A key component of this initiative is the implementation of a database in each school, as well as at the regional level, to track student information and assist teachers, principals, education authorities and the Matawa Education Department in their short and long range planning. To support the use of technology for both administrative purposes and classroom instruction, servers, wireless networks and other IT infrastructure have been installed in the participating schools. Regular feedback is received from on-site visits of PASS staff, from school principals and through the Regional Advisory Committee on Education. In March 2015, approximately 250 participants attended the annual Matawa First Nations Education Conference – Sharing Our Strengths was held in Thunder Bay. Professional development activities and training were provided for school operations staff, administrators, teachers, principals and education leadership. Early learning staff were also in attendance.

Literacy: The Literacy and Numeracy Specialists continue to assist teachers with implementing balanced literacy programs in their classrooms (JK-8). This has included providing resources and on-site workshops for teachers in the schools. Both Literacy and Numeracy Specialists also facilitated workshops for teachers at the annual Education Conference. Online training was developed for the Grade 3 and 6 teachers to assist them to help students with



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writing, however the training could not be done within the projected time frame due to technical difficulties and will be rescheduled for next year. A pilot project was initiated with the Johnny Therriault School in Aroland First Nation that focused on developing oral language skills in the early grades. The program will be expanded to other interested schools in 2015-2016.

Numeracy: Following up on work done last year, on-site training was provided for teachers in the use of mathematics resources and assessment materials, with a focus on balanced numeracy instruction. School visits included workshops for teachers, as well as visits with teachers, students and school personnel. Similar to the oral language pilot program, a numeracy pilot project was initiated in one school this year with a focus on “Number Talks”, which encourages students to verbalize their thinking when they are doing math problems. For this project, monthly webinars with teachers and the Literacy-Numeracy Specialists were planned, however technical difficulties prevented the webinars being provided as planned. Phone calls and email to remain the primary methods of contact with the teachers in this pilot project. PASS staff attended workshops provided by the Ministry of Education on best practices for working with principals and teachers to successfully implement effective numeracy programs. The program will be expanded to other interested schools in 2015-2016.

Student Engagement: Inquiry Learning continues to be a focus for the schools. PASS staff continue to support teachers to use Learning Goals and Success Criteria so that students can recognize what is specifically expected of them and how to determine when they have met these expectations.

Early Learning: Funding for Early Learning has been extended from September 2015 to March 31, 2016. This initiative will continue to assist teachers in using play-base learning in their classrooms. Support continued for Handwriting Without Tears (K-3) and inquiry-based classroom learning strategies. Training has been provided to teachers to implement the EDI (Early Development Instrument) and EYE (Early Years Evaluation) in their schools to measure their readiness to learn at school across five developmental domains and, through the use of this assessment data in planning, improve students’ school success in later years. A Matawa Early Learning Strategy was also drafted this year 2015.

Education Information Technology: Community School IT Enhancements planned for 2014/2015 have been completed which includes the implementation of a wireless infrastructure and network cabling in Aroland, Neskantaga, Nibinamik and Marten Falls, an environmental monitoring system was installed in Aroland Server Room, an Outdoor Wireless solution was installed for the Portable Classrooms in Eabametoong. The satellite internet in Eabametoong was replaced with a newer system because of damaged equipment. The power supply in Marten Falls was replaced because of battery damage from constant outages. The server in Long Lake #58 was replaced because of constant errors to the hardware. The Education IT Helpdesk data is analyzed on a monthly basis and a new system monitoring tool was established for server/computer system performance analysis. Firewalls in 4 schools have been replaced as well. Finally, following ISO guidelines, the development of



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numerous disaster recovery procedures for server and data have been put in place.

Post-Secondary

The Post Secondary Program administers post secondary on behalf of: Aroland, Ginoogaming, Long Lake #58, Neskantaga and Webequie First Nations. The Post Secondary Program provides financial services, counselling support services, maintains the GRADS database and is a liaison for MPS Advisory Committee, participating First Nation Members and Post Secondary Institutes.

A Post Secondary Assistant was hired on August 11, 2014, this person has learned all the functions of the Post Secondary Program. The Post Secondary Assistants main focus is to work directly with the students via: Email, Post Secondary Institution on-site visits, Career Fairs, Orientation, Post Secondary Student Oriented Committees and Community visits. The current GRADS Database has been updated to accommodate both the Post Secondary Staff.

The Matawa Post Secondary Policy & Student Guideline has been updated and was reviewed and approved by the MPS Advisory Committee in June 2015.

A new Committee was formed in Thunder Bay called Maadaadizi Committee, made up of post secondary institute student service staff, and post secondary counsellors and coordinators. The purpose is to work together to reach out to more students to prepare them and expose them to resources available to them while they attend post secondary in Thunder Bay. An orientation event was held on September 6, 2014 at the Marina Park with about 600 participants, the next event will be held on September 11, 2015. This Committee meets every month to plan, share ideas and resources that will help all post secondary students in various ways.

The Matawa Post Secondary Program's main focus

is to provide academic and social assistance to post secondary students while they are attending school. Each year the Matawa Post Secondary Program hosts an Annual MPS Grad & Awards Banquet to honour our students. On June 5, 2014 the MPS Program honoured (25) twenty five Post Secondary Graduates. At this event the Education Department gave out several awards through the unique partnership with the Bowmanville Rotary Club. This years MPS Grad & Awards Banquet was held on May 28th with (44) forty Post Secondary Graduates.

The MPS staff sit on various Committees that will ensure our Matawa students are made aware of resources and opportunities available to them. Example: This past April 2015 the (AYARA) Aboriginal Youth Achievement Awards gave out 25 recognition awards, 10 of the students were from the Matawa Communities. The Matawa First Nations Management and Education Department provide financial assistance as well to the AYARA.

The main challenge of the Post Secondary Program is the lack of adequate funding for students. The number of post secondary applications increases annually. This past year the Matawa Post Secondary Committee, RACE Committee and Education Manager have all recognized and discussed the need to explore other options to access funding. For this coming year 2015-2016 we would like to work with key people to put a plan in place that will help us to look for alternate funding sources.

The MPS Program would like to work with all Matawa Post Secondary Coordinators & staff and other key people to develop a plan to access alternate funding sources for all of the Matawa Communities if possible.

The MPS Program will continue to work with the Education Staff, MPS Advisory and RACE Committee on the Regional Strategic Plan for the Post Secondary Student Success program.



Education

Matawa Rotary Bursary Program

2014-2015 marks the 6th year of the Matawa Rotary Bursary Program. With a total 6-year contribution of \$46,700 by the Bowmanville Rotary Club, the Matawa Education Department coordinates an annual competition that is open to all Matawa First Nations students. Awards are presented in several categories: elementary; secondary; college; university; trades, apprenticeship and training; and the Matawa Learning Centre. For bursary winners in post-secondary programs, they continue to be eligible to apply for an award each year until they have completed their program.

The number of applicants continue to grow with each year. This year's awards were presented at the annual Matawa Post Secondary Graduation and Awards Banquet held in Thunder Bay on May 28, 2015.

HIGHLIGHTS AND SUCCESSES:

The growing level of achievement of Matawa students continues to be the highlight in Education. Through the PASS program, schools have more data on student achievement that can be used for more focused planning in the classroom, in the school, and also at the regional level. The addition of wireless networks in the schools improves access and flexibility for the use of school systems by administration and teachers.

A regional strategy for Early Learning has been developed and initiatives have been implemented to better support students in the early years, such as inquiry-based learning, EYE and EDI assessments, and Handwriting without Tears and will continue through to March 2016.

In addition to the Early Learning piece, Structural Readiness has also been extended to March 2016. Extensive community consultation was carried out this past spring to revise the 5-year Regional Education Strategic Plan. This communication with all 8 participating communities has ensured the revised plan will be relevant and will be an effective guide for the development of education programs and services in the Matawa communities.

The annual Education conference, Sharing Our Strengths 2015, provided a wide variety of training for all school and education authority staff. It was a real opportunity for staff from the schools to share their expertise, connect with people in other schools, and build a sense of community among the participants.

CHALLENGES:

Bill C-33, First Nation Control of First Nations Education, was put on hold in May 2014, however the legislation was not removed. Pending the results of the upcoming federal election, federal legislation on education may be forthcoming in the near future.

The continuing lack of broadband connectivity to support classroom instruction and administrative functions in Matawa First Nations schools remains a major challenge. This includes both instructional needs and administrative requirements that would benefit from improved connectivity and infrastructure.



Education



OPPORTUNITIES:

There are several initiatives that provide direction and options for the future development of Matawa Education.

The Regional Education Strategic Plan has been revised based on extensive input from the Matawa communities and citizens, as well as the Matawa Chiefs, and will be presented to the Chiefs at the 2015 Annual Assembly. The renewed strategic plan not only identifies goals and priorities in Education for the next 5 years, it provides short-, medium- and long-term objectives that inform planning at both the regional and community levels.

Most Matawa youth attend secondary school off-reserve. First Nation Education Authorities or bands provide support services, however there is an expressed need for Matawa Education to help the secondary school counselors to network, similar to what is currently in place for post-secondary counselors.

Direction was also provided to the Education Department to provide a current feasibility study and business plan for a residence to accommodate Matawa secondary students attending school in Thunder Bay. This includes the identification of options for sites around the city. A contractor has been identified to prepare this study, which will be completed in 2015-2016.

The regional Early Learning Framework has been completed and was presented to the Matawa Regional Advisory Committee on Education at its June meeting. The Framework was developed by Matawa Education Department staff and incorporated input and feedback from the Matawa communities. The Education Department will work with the Matawa schools to implement the Framework during the 2015-2016 school year.

Following direction from the Matawa Chiefs, options have been developed for the incorporation of the Matawa Education Department. These options were included in the agenda for the Chiefs' meeting on Education in March 2015, however discussion was limited and the options were set aside for a later consideration. As opportunities for organizational growth and development occur, the Matawa Education Department will continue to focus on how it can best provide opportunities to increase student success, improve services for post-secondary students, and support success of our Matawa youth.



Information Technology Services

DEPARTMENT DESCRIPTION:

1. Ensure corporate information technology is accessible and equipped with current hardware and software

- Perform professional, technical and analytical tasks to identify business requirements and to procure information technology-based enhancements that meet our corporate business needs and objectives
- Identify, select, design, and implement policies, conventions, and standards for server and network technologies and infrastructure
- Plan, organize, direct, control and evaluate the operations of information systems
- Meet with Program Managers to discuss system requirements, specifications, costs and timelines
- Hire and manage information technology personnel and contractors where required to design, develop, implement, operate, and administer computer and telecommunications software, networks and information systems
- Manage the IT Services budgets and expenditures
- Troubleshoot hardware, software and network operating systems
- Be familiar with all hardware, software and network operating systems
- Provide orientation to new users of existing technology
- Train staff about potential uses of existing technology
- Provide individual training and support on request
- Provide recommendations about accessing information and support

- Maintain current and accurate inventory of technology hardware, software and resources

2. Manage, monitor and maintain technology to ensure proper and secure access

- Troubleshoot all technology issues
- Maintain logs of required repairs and maintenance
- Make recommendations about the purchase of technology resources
- Research current and potential resources and services
- Provide network access to all staff and students
- Maintain servers
- Install work stations
- Connect and setup hardware and install all required software
- Provide network accounts and passwords as required
- Configure and maintain network access requirements
- Implement and monitor security of all aspects pertaining to the network infrastructure
- Advise staff of security breaches and/or a change in passwords or security status
- Identify and prepare hardware for disposal by ensuring removal of all corporate data

3. Assist with overall management of corporate information technology and computer systems

- Assist with planning, organization, direction, control and evaluation of the operations of information systems
- Implement policies and procedures for IT



Information Technology Services

management and computer systems operations and development

- Meet with program managers to discuss system requirements, specifications, costs and timelines
- Supervise information technology personnel and contractors who design, develop, implement, operate and administer computer and telecommunications software, networks and information systems
- Operate within identified computer systems budgets, policies and procedures

4. Quality Management System (QMS)

- Adhere to, implement, review and improve Matawa First Nations Management's Quality Management System as it relates to all duties of the department

5. Prepare progress reports, briefs, work-plans, budgets and other reports as requested or required for the Chief Executive Officer and/or Board of Directors.

PROGRAMS AND INITIATIVES JULY 2014 - JULY 2015:

- Community Email Systems
- Community Websites
- Setup of firewalls in Neskantaga (to block various website access i.e. Facebook)

HIGHLIGHTS AND SUCCESSES:

The Matawa IT department will now oversee the maintenance of the following Matawa hosted web sites:

- <http://www.matawa.on.ca/>
- <http://www.kkets.ca/>
- <http://community.matawa.on.ca/>
- <http://intranet.matawa.on.ca/>

CHALLENGES:

- In 2009 Matawa was provided an opportunity to acquire blade server technology through a 50% grant from Fednor
- Many of our servers purchased at that time are nearing End-of-Life
- Several have been in use for 5 years we are looking at extending those to a maximum of 6 or 7 years

OPPORTUNITIES:

- IT Services could potentially look at web hosting to organizations outside Matawa First Nations and our communities
- Could easily host additional community web sites



Quality Assurance

DEPARTMENT DESCRIPTION:

In the interest of quality assurance, Matawa First Nations Management (MFNM) has embraced a Quality Management System (QMS), which will be implemented, monitored and continually enhanced. Matawa First Nations Management's Quality Management System promises quality, accountability and transparency. This is done through enhanced planning, policies, procedures and processes, along with appropriate documentation and resources.

MFNM is committed to supporting member First Nations and focusing its efforts on core strategic priorities. Matawa First Nations Management will provide quality services to the member First Nations.

MATAWA FIRST NATIONS MANAGEMENT QUALITY POLICY:

- MFNM is committed to supporting member First Nations and focusing its efforts on core strategic priorities. MFNM will provide quality services to the member First Nations
- MFNM will achieve its goals and objectives by implementing, maintaining and continually improving the quality management system
- MFNM is committed to comply with the requirements and continually improve the quality management system
- MFNM's quality management system will be communicated and understood throughout the organization



MATAWA FIRST NATIONS MANAGEMENT ACHIEVED ISO CERTIFICATION IN NOVEMBER 2012:



PROGRAMS AND INITIATIVES JULY 2014 - JULY 2015:

- Ensure MFNM's Quality Management System is properly implemented and continually improved upon as per ISO 9001:2008 compliance
- Assist and guide all Departments through ongoing implementation of MFNM's Quality Management System
- Provide education and orientation of the Quality



Quality Assurance

Management System to new and existing Employees, Management, Board Members, and member First Nations Chiefs

- Coordinate internal Department audits and ensure all Audit Action Plans have been followed up on
- Ensure all documentation is complete, compliant and continually reviewed
- Prepare for and ensure all Departments are prepared for the November 2015 Surveillance/Registration Audit

HIGHLIGHTS AND SUCCESSES:

- Maintained our ISO 9001:2008 Certification. Last year's Surveillance Audit in November 2014 confirmed that there continues to be no real areas of concern as employees are complying with the Quality Management System requirements
- Employees continue to be educated and informed about MFNM's Quality Management System through workshops and other printed resources
- Successfully developed new resources for QA Representatives and employees to simplify processes and ensure participation is as convenient as possible

CHALLENGES:

- The Quality Assurance team (Assistant and Manager) resigned from their positions in the fall and winter of 2014 respectively. The positions were left unfilled for a few months until a Quality Assurance Coordinator was hired in April 2015
- Orientation of ISO 9001:2008 for new employees can be a challenge with an already busy work schedule
- Department logbooks are an important record of continual improvement in the Quality Management System and most departments require more activity. Logbooks should be used more often to record process improvements, preventative actions, corrective actions and non-conformances

OPPORTUNITIES:

- The Quality Assurance Coordinator is planning ahead for the changes to ISO 9001:2008 coming later this year by attending training provided by SAI Global
- More employees are being trained in the Quality Management System and as Internal Auditors which ensures that our internal team is even stronger and more knowledgeable
- More internal training and resources are being developed to assist management and employees with the requirements of the Quality Management System



Technical Advisory Services



DEPARTMENT DESCRIPTION:

Matawa Technical Services assist member communities in the development and maintenance of community infrastructure. This includes assisting with communities with all aspects including the environmental component and Aboriginal Affairs capital approvals process.

Matawa First Nations respond to First Nation requests, services provided vary according to individual community needs, levels of individual capacity, technical proficiency, and management expertise. Consequently, the services we provide may vary and could include:

- Project Planning, Development and Reporting
- Operation and Maintenance of Water and Wastewater infrastructure
- Coordination of Water and Wastewater Operator Training
- Environmental Remediation Project support
- Housing Inspection and Programming
- Fire Safety and Protection
- ACRS and ICMS reporting
- Additional programs as they become available

PROGRAMS AND INITIATIVES JULY 2014 - JULY 2015:

- Assisted with the development of infrastructure projects
- Assisted with the operations and maintenance of water and wastewater systems
- Assisted with First Nations Infrastructure Investment Plan (FNIIP) annual reports and capital reporting
- Assisted in First Nation Housing Internship Initiative, Section 95, and CEAP application processes (AANDC & CMHC)
- Integrated Capital Management System (ICMS) Data Collection & Reporting
- Oversaw the completion of the Asset Condition Reporting System (ACRS) tri annual reports
- Assisted communities with environmental aspects related to infrastructure development both on and adjacent to communities
- Assisted communities with coordination of the annual inspection of water and wastewater facilities
- Communicated regularly with operators regarding operations and training
- Assisted with the mitigation of infrastructure related emergencies
- Assisted with numerous environmental projects and proposals



Technical Advisory Services



HIGHLIGHTS AND SUCCESSES:

Two significant projects were initiated this past year:

- In November 2014, Webequie First Nation started Airport and Commercial Sites Redevelopment Study
- The construction of Constance Lake First Nation's new water treatment plant in Constance Lake First Nation started in June 2015

CHALLENGES:

AANDC has indicated that they will be tightening the restrictions First Nation Infrastructure Investment Plan (FNIIP). The deadline for all capital project applications through FNIIP is September 30th. If you are late your submission will not be considered for funding in the next fiscal year.

AANDC ARDG has indicated that all capital has been committed for 2015/2016.

OPPORTUNITIES:

We will be revising and putting forward a HUB proposal related to water operations in accordance with correspondence received from AANDC

The following proposals were submitted this past year:

- EcoEnergy – pending approval for Eabametoong Inn; awaiting news of Webequie WTP
- Species At Risk – Wolverine studies in Eabametoong denied; Pelican awareness project in Eabametoong denied
- LEDSP – Nibinamik, Eabametoong & Webequie – hazardous waste management & training – awaiting decision
- Local Food Fund – Eabametoong – denied



Four Rivers

DEPARTMENT DESCRIPTION:

Four Rivers provides assistance and support to the Matawa member First Nations as they actively manage their land and water resources and get involved with environmental planning and resource development activities affecting their Homeland territories. The Four Rivers team of environmental and technical staff deliver environmental planning and resource development capacity building activities.

Individual First Nations have their own distinct environmental planning and resource development support needs and priorities. For this reason, Four Rivers services respond to First Nation requests. This way, services are targeted to the individual lands and resource support needs of each community, as defined by each community.

PROGRAMS AND INITIATIVES JULY 2014 - JULY 2015:

Between July 2014 and July 2015, capacity building activities provided information, training, coordination, and support services to member First Nations in the areas of:

- Mineral development awareness,
- Mineral development communications,
- Environmental Assessments,
- Mapping,
- Ecosystem awareness,
- Environmental protection, and
- Environmental monitoring.

Special projects and initiatives during this period were numerous, and targeted to the far-reaching goals of member First Nations in both the short and long term.

HIGHLIGHTS AND SUCCESSES:

Bird Species at Risk Awareness

Four Rivers staff visited schools in every community for the purpose of youth outreach pertaining to Avian Species at Risk; the visits to the schools were informative and educational. Alongside the youth outreach, a calendar was developed to showcase the Avian Species at risk that are within the Matawa Homeland Territory, calendars were distributed throughout each community and discussions on each of the Avian Species identified were held over Wawatay Radio. In addition to the calendar/youth outreach Four Rivers has taken on; in collaboration with three member communities; a first species at risk identification field program that was community driven in nature. The Song Meter Deployment in each community has taken place over the past 6 month accompanied with training for song meter set up and retrieval. Once song meters have been retrieved, recordings will be evaluated and the data collected from the song meters will provide scientific proof as to whether or not there are in fact species of risk located in those particular areas. Furthermore the information will also enable us to set forth additional efforts for any species at risk.

Future Community-Based Environment Monitors Enter Environmental Monitoring Training Program

In May 2014, in partnership with KKETS' RoFATA program, Four Rivers commenced a twenty-four week, comprehensive environmental monitoring training program. The training program was successful with 9 graduates that went on to employment within the mining and forestry industry and as environmental monitors within their respective communities. Four Rivers is currently looking into the potential for environmental monitoring training for Matawa. Throughout the



Four Rivers



year Four Rivers has provided a number of capacity building activities in the form of Community site of concern investigations, including fuel spill site investigation to Community Lake health investigations.

Meeting the Demands of Mapping

Four Rivers has been meeting the growing demands of map requests and capacity building at the community level. The GIS program has been working towards improving on a set of standardized training materials and user-friendly maps through the implementation of additional options regarding mapping for community members and organizations through the new acquisition of a drone. The new acquisition of the drone will allow for future collection of baseline data. Continuous training and assistance with GIS and mapping in the seven far north First Nations allows for efficient decision making surrounding Community Land Based Planning.

Environmental Workshops, Events and Open Houses

Four Rivers hosted a Land Use Planning Seminar in the winter of 2014 at that Matawa Office building which brought together lands and resource staff from Matawa communities. The seminar was community led with a huge presence of elders

leading in a sharing circle enriched with knowledge contributions on traditional lands and territories. Training in land use planning occurred on a number of occasions this year within communities. In March, 2015 over 250 participants attended the Matawa Open house in Thunder Bay where they participated in live environmental demonstrations on topics relating to mapping and GIS. Four Rivers also participated in numerous community open houses and were booth participants within various conferences; PDAC, CAMA and NADF Forestry Expo to name a few.

New department activity and reporting systems captured over 100 department activities including the hosting of events to over 3357 participants.

Enhanced Mineral Development Communications Initiatives

Between July 2014 and July 2015 Four Rivers worked towards enhancing mineral development awareness education and community information to member First Nations. The Mineral Development and Information Support Officer (MDISO) met a number of new projects and programs in response to community requests. The MDISO made visits to each community, providing members with the Mining 101 workshops and assisted in acquiring data pertaining to claims and permits when communities requested.

CHALLENGES:

The successes of environmental program planning for Four Rivers has been a result of community driven requests. We are beginning to see a huge trend in the types of services required as communities become more involved in the development of their individual community environmental planning, mining, or resource



Four Rivers

communication, and community information sharing and collection processes and the committees and activities that will support these processes. Communities are taking a driver's seat approach to activities in their territory without a process clearly established for many of these activities; such as mineral development plans and permitting activities, environmental assessments, land use planning, regional planning, and other related land and resource planning and management. In many cases communities do not have sufficient time allotment for process completion, this continues to hinder many member First Nations in terms of the lack of ability to meet resource development timelines.

OPPORTUNITIES:

Over the last few years Four Rivers has been able to develop some unique and strategic collaborations and partnerships to carryout important projects and programs. The Four Rivers department is home to a technical staff with the expertise in not only GIS but also in computer web design and Intranet. Currently, Four Rivers has lent a hand in the Regional Framework Secretariat; database Intranet Solution and looks forward to assisting in further developments pertaining to communication efforts.

Four Rivers has transitioned to a project-based approach to work planning, scheduling and budgeting which we anticipate will allow us to pursue more sustainable funding models in the future and thus ultimately enhancing our ability to provide services to communities. This style of planning allows us to effectively communicate which services are available to member First Nations. Program and training delivery is a result of community awareness and the need and demand



for community capacity building. It is plausible to say that the more our communities take a driver seat in the activities and developments upcoming in the near future; Four Rivers will continue to bring more science and environmental youth outreach programming, baseline environmental information collection, mapping and expert advisory services to member First Nation communities in order to capacity build for the future.





Regional Framework Project



DEPARTMENT DESCRIPTION:

The Regional Framework Department provides a supporting role for the Matawa Chiefs, Matawa Member Communities, Negotiation Team, Committees and Community Advisors throughout the Regional Framework Agreement, Negotiations Phase and various processes. The Regional Framework Department's supporting roles includes Project Management, Coordination of Meetings and Events, Logistics, Advisory Services and Administrative Assistance.

PROGRAMS AND INITIATIVES JULY 2014 - JULY 2015:

Regional Framework Negotiations Phase: Currently, we are in Phase 2 of the Regional Strategy, "The Negotiation Phase". The Negotiation Phase of the Regional Framework is guided and governed by the Principles and Objectives outlined within the Regional Framework Agreement.

Moving Forward in the Negotiation Phase: We continue in supporting and assisting our member communities and teams as we move forward in the negotiation phase on the main objectives within the Framework Agreement. The main objectives are also referred to as the "Four Pillars" which are

Environmental, Socio-economic, Infrastructure, and Revenue Sharing.

Concept Papers and Working Groups: Concept papers have been drafted on Enhanced Environmental Assessment, Infrastructure and Community Benefits Fund. Additional concept papers will be developed as the Negotiation Phase progresses. Furthermore, working groups are being established to focus on the concept papers, topics, and other areas as directed by the Chiefs, Councils and Community members.

Matawa Regional Framework Secretariat: The Matawa Communities are exploring the options on populating the Matawa Regional Framework Secretariat with human and financial resources to ensure our communities have quality supports and assistance in place. Communities have identified that it is necessary to fully participate and build the capacity within the communities today and for generations to come.

Compiling the Communities Wants and Needs: Our member communities have identified the importance compiling the community wants and needs and the associated costs. With this information, it will prepare the negotiation team with the tools they require to negotiate on the communities' behalf.

HIGHLIGHTS AND SUCCESSES:

Regional Framework Meetings: Throughout the past year numerous Regional Framework Meetings have been held to benefit our Matawa Member Communities to provide information and receive direction as we continue to navigate through the Negotiations Phase. Community Commitment is strong and collectively our members agree they will assert their Governance and guide the leadership



Regional Framework Project

throughout the Regional Framework Agreement and processes.

Community Representatives: Each of our Matawa First Nations has appointed a “Community Representative” to ensure their communities directives are represented at the Negotiation tables. In addition to the negotiation table, the Community Representatives gather and provide information from Regional Framework meetings to their community members, chiefs, councils and others as directed.

Provincial Funding: The Matawa member communities and MFNM received \$5 million in Provincial Funding which was divided up among the Matawa Member Communities and MFNM.

Communications - Intranet: Regional Framework Department is moving forward and populating the intranet with information, documents, summaries, minutes, presentations, etc., in order to make access to information and resources more effective and attainable. Intranet training is being provided and we are learning how to navigate the system. Regular Matawa radio show updates and articles in the Matawa Messenger are very useful. New sound system equipment has been purchased to further enhance our abilities to communicate effectively.

Chiefs Retreat: Our Chiefs, Community Representatives, Advisors and Matawa staff attended the Chiefs’ retreat at the NorWester hotel. During the retreat, our Chiefs provided a resolution outlining their directions.

Meeting Date Highlights at a Glance:

Our Communities have attended numerous Regional Framework meetings over the past year both regionally and locally.

- **July 29, 2014:** Premier Kathleen Wynne attends the Marten Falls AGM to meet with the Matawa Chiefs. Also in attendance were Minister Michael Gravelle and Minister David Zimmer
- **November 16-18, 2015:** CAMA: Canadian Aboriginal Minerals Association
- **February 5, 2015:** Regional Framework Meeting with the Province



- **March 1-4, 2015:** PDAC: Prospectors Developers Association of Canada
- **March 5, 2015:** Regional Framework Meeting with the Province
- **March 25-26, 2015:** Matawa Open House: The Regional Framework Department participated in the Matawa Open House. Information was made available regarding the Regional Framework, mining and the Ring of Fire Development
- **May 12-14, 2015:** Chiefs Retreat: NorWester Best Wester

CHALLENGES:

Communication: “The Key to Success”

Strengthening and building our communication processes with open, transparent, and continuous communication practices will keep us informed. Quality communication will ensure we have the information we require in order to make decisions and provide direction throughout the Regional Framework Negotiation Phase. Without communication we don’t build trust.

Trust: “Transparency”

Lack of trust between First Nations to First



Regional Framework Project



Nations and First Nations to Governments is real. Lack of trust is created over time. With better Communication that is open, transparent and continuous, we will build trust amongst our First Nations and Government. With Communication and Trust, we become more coordinated and our goals become attainable.

Coordination: "Results from Communication and Trust"

With communication and trust, we have the ingredients for coordination on a regional and local levels. When we understand each other - we respect each other – therefore, we trust each other and we can move forward together.

Time: "Will Make or Break Us"

Time cannot be controlled; but, it can be utilized to benefit our communities as best as possible. Time is a delicate balance of taking too little and taking too much. We need to choose our own timelines while using our time wisely.

Unity: "Advice from our Elders"

Throughout all of our First Nations, the message from our Elders remain consistent; "Work Together in Unity". We are strongest when we are unified.

Uncertainty: "Fear of the Future"

We can contribute to the Environmental

Assessment; we can negotiate Revenue Sharing; we can plan our Infrastructure and Socio-economic processes. The reality is we don't know if it's going to work - if the risk is worth taking. This doesn't mean it's not worth trying. We need to be as certain as possible - our people and the land will provide us with the directions.

Funding:

Pre-determined Provincial Funding amounts are not negotiated. Delayed delivery of funds as a result of agreements not being in place at the beginning of fiscal year is a real problem. Provincial election delayed any transfer of funds and finishing transfer payment agreements, work plans, budgets to the Provincial standards. The Funding Agreements are managed by the same Provincial representatives we are negotiating with which really creates a conflict of interest situation.

Human Resources:

Lack of human resources creates the inability to provide the level of support and assistance to our Member Communities. As we delve further into the Negotiations Phase, the need for additional Human Resources is apparent within our communities and our organizations.

Community Wants and Needs:

Compile the communities' regional and local wants and needs to create a realistic picture and costs analysis to inform the negotiation phase.

Cliffs Sells Shares:

Loss of opportunity to purchase Cliff's Shares. Noronts bid is accepted.



Regional Framework Project

OPPORTUNITIES:

Matawa Regional Framework Secretariat:

The Matawa Regional Framework Secretariat would work closely with our communities and provide supports and assistance in strengthening community based processes, building capacity and providing a regional resource to our people and organizations working for us.

Indigenous Advisors:

We have many Indigenous Advisors within our communities who can provide us with the direction we need; Elders, Youth, Women, Men, Land Users, Trappers, Community Representatives, Matawa Mineral Technical Committee, Communication Liaison Officers, EcDev Committee and numerous others.

External Advisors:

We have to pool our resources and manage our costs in the most productive and effective manner. Our funding is limited and technical expertise is costly. By coordinating our external advisors, we will control our spending and focus on our efforts.

Regional Corporation:

A Regional Corporation will provide the opportunity for our First Nations to capture the business opportunities from every First Nation not only in the Ring of Fire.

QUOTES:

Our Elder, Ananias Spence, speaking of our Relationship with Government and Ourselves: MMTC Meeting June 25, 2015

... "so when we move to this renewed relationship we cannot look back into what happened, we must leave it behind and move forward... It would be great happiness if we were to accomplish working together to benefit the economy and the communities... to understand each other and love one another. If we could accomplish that through our agreements, that was the original intent the first contact... we're supposed to govern. We're supposed to be the governors and helping the economy on this land and working together with the newcomers" ...

Ananias Spence, Elder

"If you want to make peace with your enemy, you have to work with your enemy. Then he becomes your partner." - Nelson Mandela





FOUR PILLARS OF THE COMMUNITY-DRIVEN REGIONAL FRAMEWORK

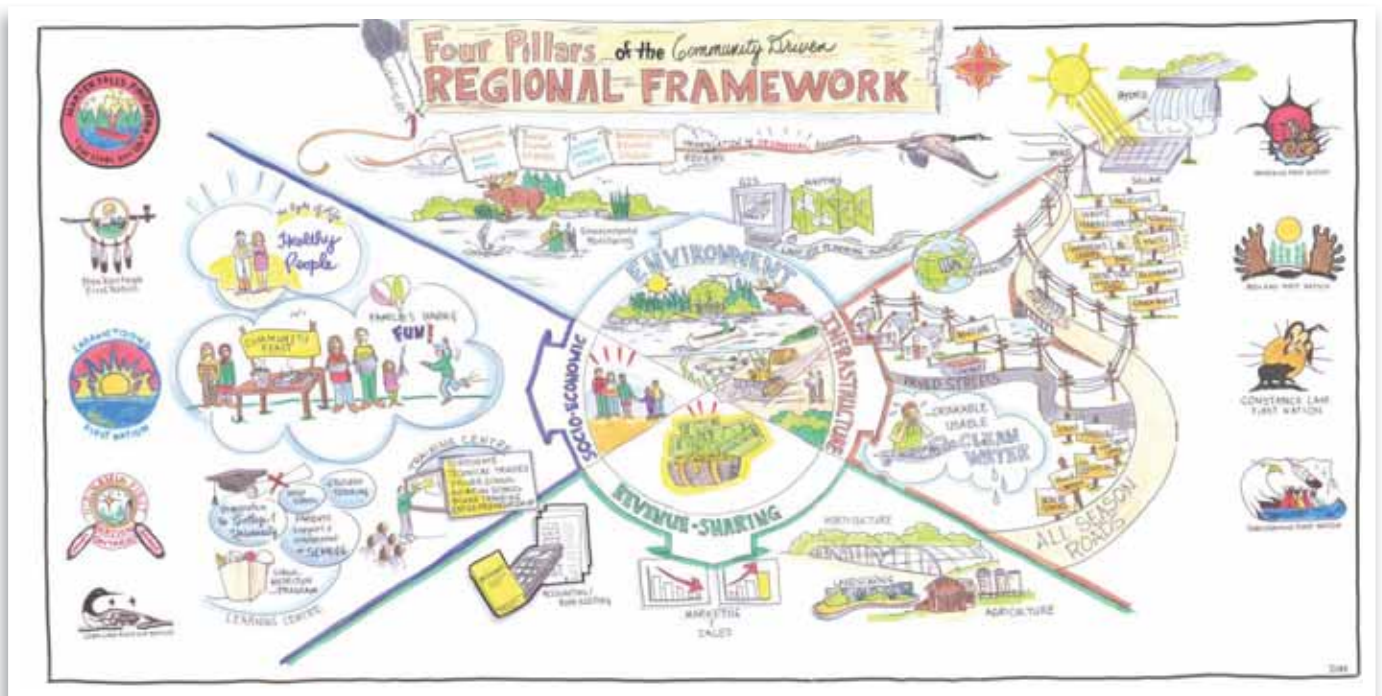


Illustration by Pamela Hubbard



Membership

DEPARTMENT DESCRIPTION:

Membership Services-Indian Registration Administration program provides membership services to 6 of Matawa's Tribal Units. The mandate for the Membership Services-Indian Registration Administration program is to provide an accurate and updated Indian Registry to the following First Nation communities: Aroland, Eabametoong, Marten Falls, Neskantaga, Nibinamik and Webequie. The Membership Services-Indian Registration Administrator manages external and internal events required for Indian Registration reporting in accordance with the Indian Act, federal and provincial statutes and the policies and procedures of the Indian Registration System.

"The Indian Act is the Canadian federal legislation first passed in 1876 that sets out certain federal government obligations. It provides for the registration of persons as Indians, identifies who is entitled to be registered and who is not, sets the requirements of Band Lists (membership) and makes provisions for protests of decisions concerning registration and membership and for appeals."

- AANDC Indian Registration Administrator Manual

PROGRAMS AND INITIATIVES JULY 2014 - JULY 2015:

Certificate of Indian Status (CIS) Paper-Laminate Card

Membership Services-IRA provides status card issuance (laminate Certificate of Indian Status) to the card holder for the following reasons:

- Lost/Stolen/Damaged card
- New First card – New registrants such as infants, toddlers, etc.
- Renewals – Expired date for Adult/Child
- Replacement-Events for marriage, name/birth/transfers, etc



Laminated Certificate of Indian Status

The individual must first be a registered Indian as defined in the Indian Act. The individual has a registration number that consists of 10 digits and each individual has a unique number. The first three digits of a registration number represent the First Nation's band with which the individual is associated and the remaining 7 digits uniquely identify the individual. The Certificate of Indian Status is designed to facilitate access to federal, provincial and First Nation programs and services, such as Non-insured Health Benefits and exemptions.

AANDC Fact: First issued in 1956, the Certificate of Indian Status, more commonly referred to as a Status card, is an identity document issued for administrative reasons by Aboriginal Affairs and Northern Development Canada (AANDC) to confirm that the cardholder is registered as a Status Indian under the Indian Act.



Event Reporting

Any changes occurring in the life of an individual registered as a status Indian are entered in the Indian Registration System (IRS). These changes are called events such as reporting a birth, marriage, divorce and death. Other reports include miscellaneous amendments to amend, add, and delete information from an individual's existing Register page.

Event reporting for Birth and Status Card Issuance for 2014/15 period:



Membership

New Secure Certificate of Indian Status Card Implementation

The new In-Canada Secure Certificate of Indian status

(SCIS) is now available at any regional AANDC office across Canada and is accepting application(s) by mail. All applications for the Secure Certificate of Indian Status will be for the in-Canada format. The Thunder Bay AANDC office now accepts the New Secure card application for individuals and no longer issues the paper-laminate at their office. The implementation at the First Nation/Tribal units' level is expected to commence later and FNs will be notified accordingly.

Note: Individuals who have the new SCIS card cannot revert back to a laminate CIS card. If a SCIS is lost, stolen, damaged or destroyed the cardholders should call the contact centre to have their SCIS card cancelled.

The in-Canada SCIS is valid for 10 years for adults. For children 15 years and under, it is valid for five years. Further information regarding the new Secure Certificate

Collaboration with First Nation's Programs for Indian Registration Awareness

Membership Services-Indian Registration with FN's Rep has venues with FN's programs in promoting and bringing awareness with both the Birth and Indian registration process. The HBHC program is an essential venue as the program is geared toward expectant mothers/caregivers and families with children up to six years old. The HBHC Coordinators monitor and update the child's process with registration.

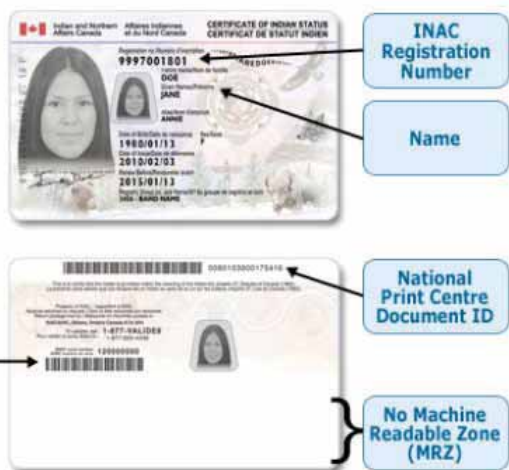
HIGHLIGHTS AND SUCCESSES:

Community Visits

Matawa Membership Services provides an annual community visit to the six First Nations communities. The services provided were renewals of the Certificate of Indian Status cards (paper-laminate card) and other related membership issues. The FN communities visited in 2014 were as follows;

First Nation	Dates
Aroland	June 17 - 29
Eabametoong	Aug 26 - 30
Marten Falls	Sept 25 - 27
Neskantaga	Aug 14 - 16
Nibinamik	Aug 12 - 13
Marten Falls	Sept 25 - 27

This year Membership Service will provide two community visits per community starting this year of 2015/16.



of Indian Status is available by calling toll-free 1-800-567-9604, emailing infopubs@aandc-aadnc.gc.ca or viewing the AANDC Web site.



Membership



CHALLENGES:

Birth Registration

The issue of not registering a child after birth has been an ongoing matter within the First Nations level. Parent(s)/caregivers may lack understanding/easy access to obtain the necessary birth documents, or face a lack of monetary support. When there's a delay in registering a child after a year old it's more complex. The Office of the Registrar General will process a Delayed Birth Registration but certain validation requirements are needed to complete the process. The most common request is to provide a copy of the mother's birth certificate but may require more. An administration fee of \$50 is also required to complete the process.

Identification Issues with Individuals

The New Secure status card application is now available to apply by mail or at any regional AANDC offices across Canada. There are new ID requirements in obtaining the new status card with proof of birth along with any two supporting documents for the identity of individual. Many individuals don't have proper identifications and are advise to take steps in applying for their IDs.

OPPORTUNITIES:

Birth Registration

There are now more programs for new mothers/caregivers to access programs within their communities such as Healthy Babies/Healthy Children program, Ontario Works, Service Ontario Outreach visits.

Secure Certificate of Indian Status Training (SCIS)

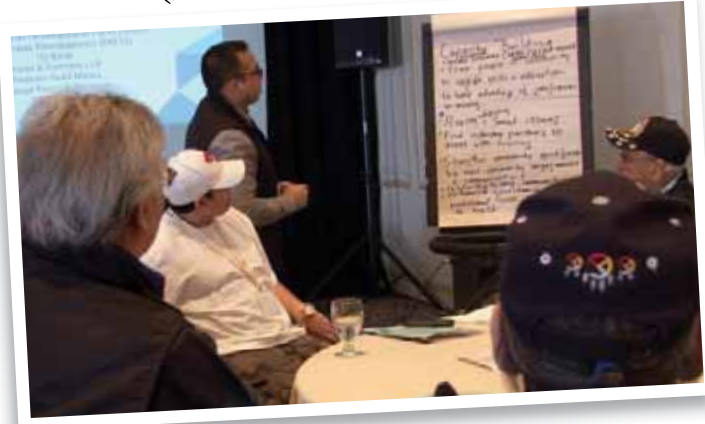
Aboriginal Affairs and Northern Development Canada will notify the Membership/Indian Registration Clerks for the New Secure card training in the falloff 2015.

Service Ontario Website

This website offers a fast and easy Newborn Registration Service for parent(s) to register their child's registration online and apply for a birth certificate and Social Insurance number all at once.



Economic Development



DEPARTMENT DESCRIPTION:

The Matawa Economic Development Department works with our member First Nations to develop, promote, and support a diverse private sector and entrepreneurial culture within our First Nations communities. We work to help create the opportunity-ready Matawa First Nations and to foster economic growth and success through economic and business development. We work together to ensure that our peoples enjoy the same opportunities for employment, income, wealth creation and well-being as other Canadians. We help our First Nations develop infrastructure, businesses and human capital to grow our local economies. The department also provides project management services for many regional initiatives across different sectors including mining, forestry, tourism and energy and general management support for the Native Camp Operators Alliance.

Department Staff List:

- Jason Rasevych, Economic Development Manager
- Jonathan Neegan, Economic Development Project Coordinator
- Rosanna Peever, Economic Development Intern

PROGRAMS AND INITIATIVES JULY 2014 - JULY 2015:

The Economic Development Officer and Corporation Outreach Program

The department has been working directly with all 9 of our member First Nations' economic development staff or appointed economic development corporation representatives. Economic and business information and presentations are provided along with proposal writing and referral assistance, report and copy writing, and advice. The department plays a role in coordinating public and private referrals to member First Nations, reviewing and advising on various contracts and supporting on-going initiatives. This program involves extensive travel to our First Nations and follow-up through meetings and site visits.

Coordination and Support of the Matawa Economic Development Committee

Matawa Economic Development has been working to support the Matawa Economic Development Committee (MEDC), consisting of one representative from each of the 9 First Nations, which is usually the EDO or an appointed community representative.

Matawa Economic Development Committee Members:

Aroland First Nation – Mark Bell
Constance Lake First Nation - Ernest Moore
Eabametoong First Nation - Lewis Nate
Ginoogaming First Nation – Peter Rasevych
Long Lake #58 First Nation – Darcy Waboose
Marten Falls First Nation – Delia Okees
Neskantaga First Nation – Edward Moonias
Nibinamik First Nation – Byron Wapoos
Webequie First Nation – James Suganaqueb

The committee has important input into the department work plan to ensure that projects



Economic Development



are making an impact at the community level and focusing on key First Nations' economic development priorities. This past year the committee has been focused on building capacity in financial and corporate literacy while developing collaborative initiatives. MEDC meets every three months but has leveraged more funding from the NADF project to meet more often.

Resource Development Project Support Program

The department participates in resource development project meetings and workshops by providing information and strategic advice on the Ring of Fire Mining Project, Premier Gold Hardrock project, Transcan Energy East Pipeline Project, Broadband fibre optic development, Kenogami and Ogoki Forest activities, Energy Generation and Transmission initiatives.

Business Advisory Program

The department works with individual entrepreneurs to assist our First Nations develop their private sectors and with our First Nations community-based run businesses usually undertaken by the economic development corporation or economic development department.

Project Report: (Regional Economic Development Support)

1. Broadband Infrastructure and Business Development Project: Matawa Economic Development has been working with Four Rivers

and Technical Services to provide support for the planning and construction of the fibre-optic network to connect our remote First Nations to enable high-speed internet and other broadband, communications and information technology services. The Matawa Chiefs passed a resolution to prepare a business plan and to pursue ownership and operations of the fibre-optic network. The capital applications for long haul fibre network and community upgrades have been completed.

Project outcomes:

- Completed broadband technical development plan with the First Nations working group in December 2014
- The First Nation Working group developed a route for community approval and estimated the cost, with mapping support for community engagement
- The capital application for the long-haul network and community upgrades have been submitted to the federal and provincial government with an estimated cost of \$45 million
- We issued and reviewed expression of interests for construction and design of fibre optic network submitted by interested parties across Canada
- Met with project sponsors in February 2015 to present technical plan and discuss funding for the business planning phase
- Currently securing funding for business planning phase and community engagement needs



Economic Development

Broadband First Nations Working Group:

Aroland First Nation – Mark Bell, Larry Baxter

Marten Falls First Nation – Lawrence Baxter, Delia Okees

Eabametoong First Nation – Lewis Nate, Wayne Slipperjack

Neskantaga First Nation – Kelvin Moonias, Edward Moonias

Nibinamik First Nation – Byron Wapoos, Mat Sofea, Harvey Yellowhead

Webequie First Nation – James Suganaqueb, Glen Wabasse

There is potential to start prepping for the construction this winter with potential connection for the first few communities in the spring or summer of 2016. Please note that this timeline is dependent on government funding for our First Nation requirements to move this project forward. Our First Nations have strongly voiced that the government has a responsibility to connect our 5 remote communities since they were the only First Nations that were not connected in the NAN – Bell Aliant project.

2. Forestry Development: Ogoki Forest License and Business Planning - Matawa Economic Development and Four Rivers has been working with the First Nations working group from Aroland, Eabametoong and Marten Falls on the Ogoki Forest and have assisted with securing funding and meetings with government officials to discuss their interests in the management of the forest and options for business development.

Project Outcomes:

- Worked with forestry staff on building capacity for the First Nations working group on the forest tenure and associated business requirements
- The Working group developed a concept for a corporate structure for forest management and

business development to maximize economic opportunities with open market wood

- The 3 First Nations signed a co-operation agreement for forest management and business development
- Four Rivers provided support for community information sessions to gather feedback at the community level

Ogoki Forest Working Group:

Aroland First Nation – Ernie Gagnon, Mark Bell, Sheldon Atlookan, Joseph Gagnon

Eabametoong First Nation – Andy Yesno, Lewis Nate

Marten Falls First Nation – Lawrence Baxter, Delia Okees, Robin Ranger

3. Forestry Development: Kenogami Forest, Ready Willing Able Project (RWA): Matawa Economic Development secured funding for the Ready Willing Able Project and managing the flow-through agreement. We held a workshop in October to work with funders to secure funding for a multi-year project that will provide support for the First Nations in several areas including the launching of a development corporation, wood supply, sawmill operations, and other matters associated with the forest tenure process. In 2015, funding was secured to complete a human resource and business capacity assessment for the seven First Nations.

Project Steering Committee Members:

Aroland First Nation – William Magiskan,

Constance Lake First Nation – Rick Allen

Ginoogaming First Nation – Calvin Taylor

Long Lake #58 First Nation – John O’Nabigon

AZA First Nation – Theresa Nelson

Red Rock First Nation – Ed Wawia

Pays Plat First Nation – Frank Achneepineskum



Economic Development

a) Ginoogam Development Corporation Project:

Department staff was appointed to the negotiations team for discussing the wood supply chain business opportunities with Longlac Lumber Inc. We worked with the First Nations community representative on developing a negotiations strategy and cooperation agreement that was signed by Aroland, Ginoogaming and Long Lake #58 First Nations.

4. Tourism Strategic Planning Project: Matawa Economic Development secured funding to start the project in February 2015 to develop a long-term tourism strategic plan that will support individual community plans for the 9 First Nations while assessing opportunities in the region. The project will also identify a strategic direction for the Native Camp Operators Alliance.

Progress to date:

- The Matawa Economic Development Committee is steering the project and has selected a consulting team
- The market research and primary assessment of our First Nations data has been compiled and assessed
- Site visits to each First Nation were completed from May 22 and to June 25
- Next steps will be developing a concept for each community that looks at cultural and tourism asset mapping and developing the tourism strategy for presentation to our First Nations this fall

5. Matawa Economic Development Committee – Investment Readiness Project: Matawa Economic Development recently secured funding to assist our EDOs with:

- Updating community profiles for each First

Nation and uploading to the new Matawa community portal website

- Developing a community economic development resource kit with shareholder advocacy and literacy content
- Assessing our First Nations economic development corporate structures and upgrading financial and corporate literacy to understand financial, accounting and legal implications
- The planning of an economic development conference covering different sectors planned for this fall

6. Energy Development Capacity Building Project:

Matawa Economic Development prepared a proposal to assist First Nations with building awareness and understanding of the energy sector, energy generation and transmission line projects. We are assisting with developing solar, and waterpower demonstration and the financial analysis to support informed decision making and investment for our First Nations.

7. Gathering of Rivers for Community Care Charity:

Matawa Economic Development prepared a proposal to staff resources and an organizational strategy for the charity that will help our socially disadvantaged individuals and crisis that occur in our First Nations. The charity will also develop fundraising programs to support education and recreational initiatives for our youth while promoting healthy lifestyles.

8. Matawa Business Plan: Matawa Economic Development secured funding for a business planning project to complete an opportunity assessment for the organization of servicing other markets in a for-profit venture. This would allow Matawa to provide enhanced services for our First



Economic Development

Nations and reduce the dependence on government funding.

9. NADF – Economic / Business Development

Project: Matawa Economic Development with the Economic Development Committee has been working with NADF to jointly define activities and leverage resources for community projects that are relevant to our First Nations. This oversight helps ensure that NADF funds assist with our real community needs in capacity building and in supporting the development of the projects that our EDOs are bringing to the table.

10. First Peoples Worldwide – Shareholder Advocacy Literacy Training (SALT):

Matawa Economic Development is helping promote and deliver this training initiative to establish a unit of Indigenous shareholder advocates throughout the Americas, and create sources of support for Indigenous Peoples using market-based strategies to uphold Free, Prior, and Informed Consent (FPIC) on their territories. There is a plan to hold workshops with our First Nations this fall and next year as Matawa is being recognized as a Salt Centre for Canada East.

11. Matawa Business Development Centre (MBDC):

Matawa Economic Development is working on the development of proposals, promotional material and in meetings with government to support the construction of a building addition to be called Matawa Business Development Centre for our First Nations. The MBDC is providing space for economic development offices and business incubation for our First Nations entities that would maximize resource development projects. The space also supports the mandate provided by the Chiefs and Board of Directors to relocate Matawa Education and KKETS into the Matawa building.

Community Economic Development Support

1. Native Camp Operators Alliance - Remote Fly-in Camp Outpost Management:

Assisted tourism camp outposts located in Webequie First Nation (Chipai and Wapikopa) with general management and administrative support.

Activities:

- General management of business activities (Financial Analysis, Forecasting, Supply Chain Management)
- Research and procurement for fixed wing aircraft transportation, fuel and supply distribution
- Coordination with camp operators, clients, vendors, contractors, sales/marketing agent
- Website development and promotion
- Helped the camps earn profit margins of 14% for the 2014 season, one of the best years for the camp operators

2. Eabametoong First Nation: Assisting local economic development office with:

- Securing funding for tourism training initiative for 10 community members
- Participated in the development of comprehensive community economic strategic plan
- Exploring diesel hybrid / solar energy generation options to reduce diesel usage
- Preparing various job creation projects and arena renovation project
- Provided support and strategic advice for local community members in pursuing funding for their local small businesses



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3. Neskantaga First Nation: support for Nedcorp (Neskantaga Economic Development Corporation):

Assisted Nedcorp in board documentation and development regarding corporate structure, policies and future operations.

Activities:

- Provided board of directors with orientation and training
- Provided support for board members with operations
- Participated in RFP review and procurement and contracting process for vendors
- Provided support for community youth job creation project

4. Ginoogaming First Nation: assisting local economic development office with the following activities:

- Developed tools for evaluation of RFPs
- Participated in RFP review and procurement and contracting process for vendors
- Participated in the development of the comprehensive community economic development strategic planning project
- Provided negotiations strategy support for Premier Gold Hardrock Project

5. Nibinamik First Nation: assisted local economic development office with the following activities:

- Developed Business Plan for Lake Shore Coffee Shop, securing start up grant funding
- Liaise with Native One for financial capacity building and strategic advice

6. Constance Lake First Nation: assisted local economic development office with the following activities:

- Proposal development for Comprehensive Community Economic Development Plan
- Participated in comprehensive community planning workshop held this spring
- Provided support to Economic Development Corporation structural project

HIGHLIGHTS AND SUCCESSES:

1. Assisted First Nations with incorporating structuring of Ginoogam Development Corporation, Agoki Forest Management Corporation, Agoki Development Corporation for maximizing opportunities with the Ogoki and Kenogami Forest.
2. Business Support Services: assisted the Native Camp operators sustain operations for third year, raising profit margins to 14% and secured start-up funding for Nibinamik business project.
3. Assisted in completion of broadband development project and feasibility study leading to fibre to the home concept and mandate for infrastructure ownership of the fibre optic network.
4. Assisted in completing the broadband development plan that is leading to potential ownership model for the communities.

CHALLENGES:

- Poor support from Federal Government Agencies that promote themselves as leads in First Nation Economic Development (AANDC, AANDC –SPI, FEDNOR). These agencies also



Economic Development



lack the understanding of our First Nations real needs which results in poor investments and ineffective resource placements, cultural awareness training for federal officials is needed at all levels

- Poor communications and responsiveness from MNM – Ring of Fire Secretariat on information requests pertaining to MNM media announcements on Ontario's DevCo and other matters
- Government bureaucratic process of passing off on jurisdiction for funding applications to delay Matawa projects especially support for the Matawa Economic Development Committee
- Lack of respect of our First Nations' Aboriginal and Treaty Rights by the resource sector companies and the political theatre by industry senior executives and government officials
- Absence of our First Nations' positions in Ontario's Long Term Energy Plan leading other agencies and processes to move forward without our First Nations goals, ambitions and plans
- Lack of a regional economic development system and joint venture partnership decision making model or the capacity building initiatives to raise the awareness and understanding of what one would look like

OPPORTUNITIES:

Ways that Matawa can help our First Nations in Economic Development

- Expansion of human resources for better economic development support services for our First Nations in different sectors (Forestry Unit, Tourism Unit, and Energy Unit). Recommendation for AANDC to develop and support our First Nations with SPI programs for these areas rather than the traditional proposal route that leads to never-ending bureaucratic government delays
- The development an integration of community based Economic Development Database to complete asset and skills inventories, market studies, needs/gaps analysis. This would assist our First Nations make informed decisions with economic information at the community level that is also regionally linked and strategic
- The enabling of Minawshyn Development Corporation to take advantage of the current business opportunities and compete in the marketplace and build capacity. Our First Nations need the right for-profit structure to launch partnerships; Minawshyn was established for this purpose
- Develop and deliver education and capacity building programs on financial literacy, corporation models and governance, trusts and shareholder and partnership agreements
- The commissioning of economic studies on several major resource projects like the Ring of Fire, Premier Gold Hardrock Project, Transcan Pipeline and Ogoki Forest (Kenogami Forest is being completed). This would help our First Nations make better decisions on the direction of community based and regional economic development relating to these projects

MATAWA FIRST NATIONS MANAGEMENT







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The Dignity of Difference