



2013 - 2014 Annual Report



Prepared for the 26th Annual General Meeting
July 30 to July 31, 2014
Hosted by Marten Falls First Nation



Peoples of the Land Culture Language Unity Future Cooperation Development Sustainability
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Language Unity Future Cooperation Development Sustainability Peoples of the Land Culture
Future Cooperation Development Sustainability Peoples of the Land Culture Language
Development Sustainability Peoples of the Land Culture Language
Culture Language Unity Future Cooperation Development Sustainability



“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
TABLE OF CONTENTS

Message from the President of the Board	2
Board of Directors	3
Message from the CEO	4
2013 - 2014 Chiefs Council Members	6
Visions, Mission, Values	7
Communications	8
Health and Social Meno Biimadeswin	11
Education	14
Financial Advisory Services	19
Quality Assurance	22
Technical Advisory Services	24
Four Rivers	26
Ring of Fire	30
Membership	32
Economic Development	34
Moving Forward Together	40



MATAWA FIRST NATIONS MANAGEMENT

Message

from the
President of the Board



Booshoo/Hello

First of all, I just want to extend my greetings to all of you on behalf of the staff here at Matawa and myself. I have enjoyed serving and working for the people within the Tribal Council as president and will continue to do so.

As the summer approaches, we have so much to be thankful for. Thankful for our families, good health, jobs and so on. Our goal at the Matawa level is to continue to strive towards maintaining unity among our people and our communities for the betterment of future generations to come.

I want to thank the Management and Staff at MFNM for all their achievements and continuous hard work. Our lives are being impacted daily by change that is coming in the form of resource development and also through modern techniques for communications, and ways of doing business. This year we've launched a new Matawa website, community cultural portal and intranet/extranet. These tools will allow us to effectively communicate both cultural and technical information to the public, partners, and communities. Many of our departments have expanded as the need for their services grows.

This past year focused on *Moving Forward*,

Together. Notably, our communities came together with the Province of Ontario in March 2014 to sign a Community-Based Regional Strategy Framework document. This process will allow our communities to participate in negotiations pertaining to land management, infrastructure, revenue sharing and capacity building. Our chance to grow stronger and gain many opportunities is right now.

MFNM will continue to grow and I will continue to support the organization as it provides expert advisory and support services necessary for community success. We will continue to strive to do business with the highest standards in a spirit of respect for our government and industry partners, and with the same spirit of respect for all our co-workers and colleagues.

Let us all continue to work together for a better and brighter future.

Enjoy your family time this summer as I will do also.

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

Robinson Meshake
Aroland First Nation

Charlie O-Keese
Eabametoong First Nation

Maurice Waboose
Ginoogaming First Nation

Frank Onabigon
Long Lake #58 First Nation

Paul Achneepineskum
Marten Falls First Nation

Wayne Moonias
Neskantaga First Nation

Randy Jacob
Webequie First Nation





People of the Land, we are resilient. We are still here after all the years of persecution and prosecution exercising our rights as Peoples. We have persisted in spite of attempted genocide and assimilation by the government. We still have our lands. We still have our languages and much of our culture, and our traditional heritage. We are Nations!

We as parents and grandparents need to continue to entrust our responsibilities to our children and grandchildren that we are Nations and we will continue to fight for our rights no matter what. I believe we are succeeding. Leadership has to think of us as Nations. Any negotiations that will

be undertaken with Canada is a Nation to Nation process and with Ontario it is a government to government process. This is how we will move forward.

Miiway,

**David Paul Achneepineskum,
CEO, Matawa First Nations Management**



MATAWA FIRST NATIONS MANAGEMENT

Chiefs Council 2013 - 2014

Matawa Chiefs Council provides guidance and direction for the CEO and Board of Directors of Matawa First Nations Management. The Chiefs Council also comes together to work on common issues that impact their communities.



Chief Sonny Gagnon
Aroland First Nation



Chief Celia Echum
Ginoogaming
First Nation



Chief Peter Moonias
Neskantaga
First Nation



Chief Fred Sackaney
Constance Lake
First Nation



Chief Allen Towegishig
Long Lake #58
First Nation



Chief Johnny Yellowhead
Nibinamik
First Nation



Chief Elizabeth Atlookan
Eabametoong
First Nation



Chief Elijah K. Moonias
Marten Falls
First Nation



Chief Cornelius Wabasse
Webequie
First Nation

Communications

DEPARTMENT DESCRIPTION:

- Provides media and communications support to Matawa First Nations Management Departments and Chiefs Council
- Develops multimedia information materials and reports
- Maintains website, social media, and community cultural portal
- Ensures brand compliance on public documents and information materials
- Develops media releases and advisories and liaises with media and public as required
- Has three employees, Communications Manager, Communications Officer Intern, and Resource Centre Information Support Assistant
- Supports communities with communications capacity building

PROGRAMS AND INITIATIVES JULY 2013 - JULY 2014:

- Website/Intranet/Cultural Portal/Social Media
- Brand Implementation and Visual Identity
- Translation
- Promotion and Information Sharing
- Media and Public Relations
- Quality Assurance



HIGHLIGHTS AND SUCCESSES

Website/Intranet/Cultural Portal/Social Media

- Website completed and launched
- Cultural Portal completed and launched
- Intranet developed and ready for use
- Website training completed with departments
- Intranet training in progress
- Regular Facebook updates and traffic increases
- Increased traffic on website

Brand Implementation and Visual Identity

- Promotional materials developed with new brand:
 - New tradeshow booth
 - New corporate video
 - New Economic Development Resource Guide
 - New contact card and business cards, letterhead, and re-design of the Matawa Messenger
 - Staff Training on location of logos and visual identities

Communications



Translation

- Corporate brochure
- Unity Declaration
- Website content
- Four Rivers information video
- Matawa Education information video
- Interviews with 15 Elders (*Life on the Land and Legends*)
- Purchase of portable translation equipment

Promotion and Information Sharing

- 24 radio broadcasts
- 4 Matawa Messengers
- 2 Special Inserts
- Regional Strategy brochure
- Education Summit posters and collaterals
- Four Rivers Open House Invitation and promotion
- New tradeshow booth and promotion of First Nations at CAMA and PDAC
- Departmental collateral support

Media and Public Relations

- Departmental Media Releases/Conferences
- Chiefs Council Media Releases/Conferences
- Respond to Media requests
- Assisted 2 filmmakers developing documentary films about the Ring of Fire
- Joint Matawa/Provincial Government and Premier's Office Media Releases
- Attendance at Matawa events, community events, and public promotion at tradeshows, conferences, and workshops

Quality Assurance

- On track for ISO 9001 certification November 2014
- Communications staff attended Quality Assurance meetings, and are scheduled to be trained as Quality Assurance Internal Auditors and reps
- Have completed the documentation phase to 80%



Communications



CHALLENGES:

Respond to Community Requests:

- Respond to 120 community requests (We can't respond adequately)
- Lack of travel funds
- Lack of Human Resources
- Assist Neskantaga, Eabametoong, and Marten Falls First Nations with Media Releases
- Assist communities with information materials
- Assist Nibinamik First Nation with packaging and formatting of recordings during events that took Elders back to their birthplace

Strategic Plan:

- Partially completed in collaboration with marketing agency and agency of record
- Draft Communications model developed and presented to Chiefs
- Big ticket item needs more discussion but, Regional Strategy presents an opportunity to further develop the model with community input

Maintaining Staffing Levels:

- Was able to maintain and train 2 junior Communications staff from June 2013 to the end of June 2014
- Require at least 2 more staff to support the increased number of community requests related to Regional Strategy
- In danger of losing current staff due to instability in funding
- Current staff 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

OPPORTUNITIES:

- Intranet Training
- Support for community capacity building and communications
- Regional Strategy Communication support at Matawa Level
- Expansion of radio broadcasts and types of broadcasts
- Increased oral translation of meetings
- Development of corporate video focusing on promotion of MFNM capacity building
- Launch of KKETS website
- 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 programs to reduce the impact of suicide and family/domestic violence, offers limited services in crisis management and intervention and, assists in the promotion and delivery of education awareness on wellness and healthy lifestyles.

PROGRAMS AND INITIATIVES JULY 2013 - JULY 2014:

Health Consultation and Liaison

This program provides the overall coordination, administration and management of all health related programs.

- 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. This past year, the main focus and activities has been dealing with the issues of 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 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.

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. The THSP Community Workers assist by helping them connect with community supports, find (referrals to women's shelters) and/or maintain housing and providing options for on-going healing/treatment/counselling. This program also offers education awareness on family violence prevention and assists with community-based support healing programs.

Regional Crisis Intervention Worker Program

This program works in collaboration with eight (8) First Nation Crisis Team Programs. It is intended to increase community capacity to respond to crisis and emergency through maintaining a well-



Health and Social Meno Biimadeswin



organized, well-trained, well equipped crisis teams that can intervene efficiently and effectively to traumatic incidents. The program is primary 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. Also, the program assists in the administrative functions such as proposal writing, reporting, program development, training front line workers, coordinating of events and representing Matawa in various committees.

Strategic Partnership Initiative-Prescription Drug

Abuse/Misuse: 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/M 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 receive equal opportunities and benefits from future economic developments. Supports provided under this initiative are; assisting individual First Nations in proposal development, facilitating and establishing community-based programming, coordinating educational awareness and capacity building activities, building new

relationships and partnerships with other organizations and Government sectors for the development of a long-term sustainable Regional PDA Strategy.

Victim Services

This 2 year project (now in year 2), 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

The supports Matawa provides for the implementation of community-based detox/treatment and aftercare programs in all Matawa First Nation communities. The Post-Aftercare Proposal that was submitted to Federal and Provincial governments received positive reviews and supported the development of the implementation framework and community readiness strategy for two Pilot Projects.



Health and Social Meno Biimadeswin

PDA/M Back to our Roots Gathering IV

Hosted by Aroland First Nation with 89 participants registered. Likes: personal stories, community presentations, workshops, art wall, communities sharing their successes and struggles, networking, input from various levels of workers and leaders, great atmosphere, and fun. Recommendations were to have the Gathering V in a Northern Community.

Capacity Building and Training

The HSMB staff continue to seek opportunities for increased resourcing in personnel enhancement and skills training. Several presentations and information sessions were conducted in the communities and partner agencies.

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.
- The establishment of the Mental Health Foundation research to examine the continuum/spectrum of PDA recovery in Matawa First Nations communities.

CHALLENGES:

- Lack of resources is a major challenge both in the communities and in Matawa to provide on-going 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.
- Lack of building space to accommodate group programs, treatment, counselling, workshops, meetings, etc.

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 community-based PDA—treatment, aftercare, post-aftercare.
- The Post-Aftercare Pilot Projects Proposal.
- The Mobile Mental Health Training Team Proposal.
- The establishment of the “Ring of Fire Coordination Committee”.
- The implementation of the Mental Health Foundation research.
- The Regional Strategy 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 Nation 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 Nation 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 2013 - JULY 2014:

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 introduced in parliament on April 10, 2014, 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.

Strategic Partnerships Initiative (SPI)

Phase 2 of the Academic Labour Market Strategy has been completed. As part of this phase, a pilot GED program was completed in Thunder Bay, with 3 of 5 students obtaining their General Educational Development (GED) certificates. As well, 3 learning centre studies were completed in Ginoogaming First Nation, Long Lake #58 First Nation, and Nibinamik First Nation. As part of Phase 2, the Post-Secondary Educational Support Strategy was also completed this year.

Structural Readiness

Structural Readiness is a new initiative which 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



Education

and services. A Structural Readiness Project Officer was hired in October 2013 to coordinate the project.

Several initiatives have been undertaken under this 2-year initiative. In December 2013, a community forum was held to gather information and insight directly from the Matawa communities and members. This information shall be used to formulate Matawa's new 5 year Strategic Plan on Education. Hunter-Courchene Group of Gatineau Quebec, was hired 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 will be incorporated into the regional strategic plan for education.

Other activities pursued under Structural Readiness have included the creation of a new 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. Work shall continue into 2014-2015 to have these changes approved and implemented.

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 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 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 fourth year of operation. First semester we had 53 students enrolled and 46 for the second semester. This past year we operated a Student Activities Coordinator Pilot Position to provide options for students during after school hours. These activities included bowling, baseball, fishing and movie nights. We also introduced a Strength Based Assessment Program, which focuses on the abilities and personal interests of a student to help shape and support their academic programming. Our lone eligible graduate was successful in obtaining her Ontario Secondary School Diploma.

We formed a partnership with Skills Canada-Ontario and offered a summer camp at the Matawa Learning Centre for Matawa students between the ages of 11 to 15. The camp highlighted various career options in the trades and technology sector throughout the region. The camp was a week long and included field trips and guest speakers from the region and Matawa communities.

Pathways to Achieve Student Success – PASS!

With funding provided through the federal First Nation Student Success Program (FNSSP), the Education Department provides support services and resources for Matawa schools and



Education



Education Authorities, primarily in the areas of literacy, numeracy, performance measures and early learning. This program also supports school evaluations and annual school success planning. A key component of this initiative is the implementation of a database in each school, and 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. Servers and other IT infrastructure have been installed in the eight participating Matawa First Nation schools to support the use of technology for both administrative purposes and classroom instruction. Regular feedback is received from on-site visits of PASS staff, and from the Regional Advisory Committee on Education. On-going communication ensures students, parents and community members are informed and have opportunities to provide feedback to the PASS! staff. In March 2014, the Matawa First Nations Education Conference – *Building Through Our Strengths* was a success. Matawa First Nations participants were provided with Play-Based Learning, Native Language Immersion, Growing Success, Literacy and Numeracy initiatives. It was an informative and useful professional development event held over the course of three days.

Literacy: To assist teachers with developing balanced literacy, in-service development related to Scholastic's Literacy Place program (1-8) was offered

in 2013/2014. To extend the ongoing success of the Nelson's First Nations' reading program Circle of Life (K-3), the Grades 4-6 components were purchased for the schools. Understanding that some students need additional intervention in reading and writing, teacher development using Pearson's Leveled Literacy Intervention was offered in the Matawa schools.

Numeracy: The overall focus of our current numeracy in-service is developing problem-solving abilities and efficient computation skills, using 3-part lessons as a model. As supplemental resources, leveled Mathematics Readers are available for teachers to use in connecting students' learning with real-life applications. Numeracy Nets (3-8) and ONAP (Grade 9) were purchased as assessment for learning tools for the teachers to use in developing their numeracy blocks, and training for these resources is scheduled for fall of 2014.

Student Engagement: Preliminary in-service sessions about Inquiry Learning have been provided at every school, and more professional development will be offered. The recent focus has been on training and encouraging teachers to use Learning Goals and Success Criteria (supported by the Ministry of Education workshops) so that students can recognize what is specifically expected of them and when they have met those expectations.

Early Learning: The Early Learning Specialist started her job on January 7, 2013 and began providing professional direction and support to the Matawa Education Department and Matawa First Nation schools in the area of early learning and literacy education. Appropriate resources and furniture for the kindergarten classes were identified and



Education



supplied to all schools. Networks for early learning were rekindled or established with external provincial agencies and school boards as well as the federal level and other communities. In the fall 2013, Play-Base and Inquiry-Base Learning workshops were introduced to the kindergarten teachers, as well as assisting teachers in setting up their classrooms for play-base learning. Handwriting Without Tears training was provided for teachers of senior kindergarten and grade 2 classes to implement. Grade 3 classes will be added this fall of 2014. The EDI (The early development instrument) information session was provided for the principals and kindergarten teachers. This coming spring of 2015, we are aiming to implement the EDI to all SK students at Matawa schools so we can measure their readiness to learn at school across five developmental domains and determine school success in later years. This spring 2014, kindergarten orientations were held in Neskantaga, Webequie, Aroland, Marten Falls and Nibinamik.

Education Information Technology: Community School IT Enhancements planned for 2013/2014 have been completed including the implementation of a wireless plan and network cabling in Long Lake #58, Eabametoong and Webequie First Nations. Five computers have been installed at the Simon Jacob Memorial Education Centre and additional network access points for staff. The Education IT Helpdesk was established to provide support for general IT requests as well as the Dadavan Outcomes student information system database. The helpdesk tools include a toll-free telephone number and ticketing software system which allows Education IT staff to track, monitor and produce reports on support calls received. Finally, implementation of numerous IT

policies and procedures following ISO guidelines.

Matawa First Nations Education Department has begun its second three-year cycle under the federal FNSSP initiative, and has been approved for three additional years of funding (2013-2016). Upon reviewing the first three year start-up phase of the program, and considering the direction and activities planned over the next three years, staff positions within the program have been restructured. It is anticipated that this restructuring will enable the Education Department to better deliver program and support services to Matawa First Nation teachers and schools.

Post-Secondary

The Post-Secondary Assistance Program provides services for Aroland, Ginoogaming, Long Lake #58, Neskantaga and Webequie First Nations. These services include financial administration for post secondary funding, counselling support services, liaison for MPS Advisory Committee members and post secondary institutes. The 2013-2014 academic year began with 97 post secondary students from the five Matawa First Nations, with 85 completing the year and 25 graduating from a variety of college and university programs. Matawa Post-Secondary Program has created a new pilot position, Post-Secondary Assistant, to provide direct, on-site support to students at Confederation College and Lakehead University.

Matawa Rotary Bursary Program

2013-2014 marks the 5th year of the Matawa Rotary Bursary Program. With a total 5-year contribution of \$36,700 by the Bowmanville Rotary Club, the Matawa Education Department coordinates an



Education



annual competition that is open to all Matawa First Nation 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 receive 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 June 5, 2014.

HIGHLIGHTS AND SUCCESSES:

The highlights and successes are focused around our Matawa students. Through the PASS program, we now have more data on student achievement to support more focused planning in the classroom, in the school, and at the regional level. An orientation program for children entering Kindergarten was also implemented this year to help parents and children prepare for their important first year of school.

For the Post-Secondary Education program, a major highlight was the graduation of 25 students from a wide variety of post-secondary programs. The number of students completing the academic year was also noteworthy, with a retention rate of 88%! Among the 25 graduates were 2 graduates from the initial Matawa cohort in Lakehead University's Honours Bachelor of Education (H.B.Ed.) program. This program is the only accredited honours degree program in the area of Education in Ontario, and is fully recognized by the Ontario College of Teachers.

CHALLENGES:

The review and revision of the 5-year Regional Education Strategic Plan requires consideration of federal education legislation and funding. Bill C-33: *First Nations Control of First Nations Education*, was put on hold in May 2014 due to the resignation of the AFN National Chief and the AFN Chiefs' resolution opposing the bill. Despite this delay, and recognizing that the needs of Matawa First Nations must be at the heart of any strategic planning, the development of the revised Regional Education Strategic Plan will continue in 2014-2015.

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

OPPORTUNITIES:

To better prepare for anticipated changes in First Nation education, the Matawa Education Department is developing options for corporate development that will allow it to continue to support Matawa First Nation schools and First Nations. Through the FNSSP Structural Readiness program, funding was secured to support increased opportunities for communication with Matawa citizens and leadership, and to incorporate this information in the development of these options which will be presented to the Chiefs in Assembly in July 2014.



Financial Advisory Services



DEPARTMENT DESCRIPTION:

Matawa First Nations Management's (MFNM) Financial Advisory Services Department (FAD) is available to help enhance member First Nations' management, administration and quality of life by delivering governance, management and financial advisory services. These services may include working with the Band, Finance and Program Managers along with various administrative staff members to address financial and personnel management issues and capacity development. FAD is available to work with the community finance personnel in the areas of computerized accounting, bookkeeping, financial planning, policy development, reporting and audit preparation. Member communities can also access support for preparation of funding proposals for a variety of community driven initiatives. Staff members have built and will frequently update a collection of resources on governance and management documentation such as sample or template codes, policies, procedures, forms, work instructions and checklists along with information on best practices.

The department supports the Matawa First Nations Management (MFNM) Band Managers Committee (BMC); the BMC was formally established in July 2011 at the MFN Annual General Meeting. The BMC will communicate openly and work collectively to develop governance and management while sharing experiences and best practises.

MFN BAND MANAGERS COMMITTEE MISSION STATEMENT:

To build and maintain unified interaction between managers from the Matawa First Nations to build capacity and network; thereby, enhancing quality of life and community spirit.

PROGRAMS AND INITIATIVES JULY 2013 - JULY 2014:

FAD 2014/2015 Annual Work Plan

- **Goal:** Community Governance and Management Development through development of First Nation Codes, Policies, Procedures and Management Systems.

Objectives:

- Assist with Community-level Governance development.
- Assist with Administrative-level Governance and Management development.

- **Goal:** Band Manager Committee maintenance and development

Objectives:

- Strategic Planning and Terms of Reference

- **Goal:** Advocacy for member First Nations

Objectives:

- Participation on national, regional and local boards and committees.

- Board Training (Manager attended a train-the-trainer for Boards February 2012).



Financial Advisory Services

- **Goal:** Professional Development

Objectives:

- Seek training opportunities and information sessions.

Subsequent work plans have been developed for 2014/2015 and fall under the auspices of the above annual Work Plan: 2014/2015 MFN/ONT Regional Framework proposed activities and 2014/2105 SPI Work Plan for the FAD/BMC activities.

FAD/BMC – Regional Strategic Plan for Governance and Management Development (July 2012)

- **Goal:** Ensure continuity of the Band Managers Committee by securing ongoing funding and improving meeting logistics

Objectives:

- Meet with federal and provincial ministries and funding programs to secure support for BMC activities
- Prepare and submit funding proposals for additional funding to ensure the BMC is active in perpetuity
- Promote the committee to industry and explore financial support for BMC initiatives
- **Goal:** Improve First Nation operations by sharing and exchanging community best practices to enhance governance and management systems, ex. health & safety, labour laws, emergency plan, elections codes, drug testing policy, office procedures.

Objectives:

- Define the content and build the Band Managers Reference Manual.

- Assemble existing policies and share documents with Band Managers.

- Address gaps within the inventory of resources needed by the Band Managers.

- **Goal:** Coordinate regional training to build capacity in communities to prepare for future growth and succession, ex. Band Manager orientation, office procedures – minute taking, telephone etiquette, council orientation, training support staff to assume Band Manager duties in their absence, CAPA/CAFM training in the region.

Objectives:

- Develop initiative with partners (Confederation College, Oshki., CAFM, and CAPA, KKETS and qualified professionals) to train new and existing staff for finance and band management.

- **Goal:** Increase the visibility of the Band Managers Committee to enhance communications with Matawa First Nations and others

Objectives:

- Have a section on the Band Managers Committee updates and activities in Matawa media tools, i.e. provide stories in the Matawa FN newsletter, website, Facebook page, radio show (begin by May 31st, 2012).
- Attend, participate & report at Matawa FN AGM July 2012.



Financial Advisory Services

- Attend career fairs and increase public relations activity.

HIGHLIGHTS AND SUCCESSES:

- Ongoing support for Band Managers through timely completion of requests for various samples, templates and drafts, such as job descriptions, committee terms of references, interview formats/questions for job interviews, policy development and more.
- Moving the Band Managers Committee forward through the implementation of the Regional Strategic Plan for Governance and Management Development and on-going training for the Committee members.
- Training and networking during the Aboriginal Finance Officers Association's 2013 National Conference. This was attended by Financial Advisory and Finance Administration Staff along with member First Nations Managers.

CHALLENGES:

- Finding the financial resources in a timely manner from SPI (AANDC) has been an on-going challenge, which has escalated in the current fiscal year with a delayed commitment for SPI Funding.
- Finding time for Band Managers to implement action items recorded in the BMC Minutes will always be a challenge – the Band Managers are trying to work on regional activities while maintaining their respective duties at home.

OPPORTUNITIES:

- Potential for formal post-secondary courses through AFOA towards Certified Aboriginal Professional Administrators and Certified Aboriginal Finance Managers designations. FAD is hoping to run two cohorts and facilitate this great opportunity to 20 First Nations members. Funding has been requested through SPI and other avenues are being sought.
- BMC forums/minutes are a great opportunity for peer-to-peer mentoring along with disseminating best practices from MNFM's QMS. Funds to host these forums are part of MFNM's SPI request for 2013/2014.



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. The MFNM QMS is ISO-9001:2008-Registered, and promises quality, accountability and transparency through enhanced planning, policies, procedures and processes along with appropriate documentation and resources.

MATAWA FIRST NATIONS MANAGEMENT QUALITY POLICY:

- Matawa First Nations Management (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 2013 - JULY 2014:

Develop MFN Quality Management Systems to ISO 9001:2008 and ensure compliance

QA 2014/2015 Annual Work Plan:

- **Goal:** Ensure Quality Management System (QMS) is properly implemented and continually developed as per ISO 9001:2008 compliance.

Objectives:

- Internal orientation and education of the QMS for all personnel, management, Board members and the member First Nations Chiefs.
- Assist and guide departments through ongoing implementation of QMS.



Quality Assurance



- Prepare organization and departments for the ISO 9001:2008 Surveillance Audit (November 2014).
- Assist and guide departments that will be added to scope of ISO 9001:2008 Registration.
- Ensure all documentation is complete, compliant and continually developed.
- **Goal:** Maintain ISO 9001:2008 Registration in Good Standing.

Objectives:

- Preparation for November 2014 Surveillance/Registration Audit.

HIGHLIGHTS AND SUCCESSES:

- Successfully developed documentation and processes for new departments for the 2013 Surveillance/Registration ISO 9001:2008 Audit:
 - Economic Development, KKETS, Education, IT and Ring of Fire.
- Progress with new departments under ISO 9001:2008 is progressing well:
 - For November 2014, we're working with Chiefs Council Office, Communications, Health, Non-Profit Housing and Matawa Property.
- Professional development of MFNM Staff (Internal Audit Team):
 - QA Staff along with other members of the Internal Audit Team received formal RABQSA-certified Coursework for Internal Auditors. This is a key success in ensuring that internal audits are run completely and effectively annually.

CHALLENGES:

- QA falls under limited funding under MFNM's core funding; therefore, stretching an already strained funding source.
- QA Personnel is feeling over-extended due to growing expectations with increased scope under ISO 9001: 2008 Registration and growing demand on under FAD activities (same two people administer FAD and QA Activities).
- Area of Concern (Corrective Action) under Purchasing and Approved Vendors List has been a challenge for QA, FIN and other departments. A successful solution for both must be reached during the summer months of 2014 and have records of proper implementation before November 2014 (Audit).

OPPORTUNITIES:

- We're looking to train more Quality Assurance Representatives through workshops and courses under ISO 9001:2008 through SAI Global.
- QA personnel are considering more certified coursework for Lead Auditors and Quality Assurance Representatives (QA Coordinator) also under SAI Global.
- Extending the QMS to all affiliate entities – working with Menawshyn Development Corporation and Gathering of Rivers for Community Care to build documentation and processes under MFNM's QMS.



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 CAIS reporting
- Additional programs as they become available

PROGRAMS AND INITIATIVES

JULY 2013 - JULY 2014:

All Matawa Communities

- 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 (INAC & CMHC)
- Integrated Capital Management System (ICMS) Data Collection & Reporting
- 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

Aroland First Nation:

- CMHC Section 95 inspections/reports (8 Units)
- Aroland School Fuel Upgrades

Constance Lake First Nation:

- RRAP inspections/reports (2 Units)
- CMHC Section 95 inspections/reports (8 Units)
- Participated on New Water Treatment Plant project team. The design has been finalized and will be out for tender summer 2014
- Assisted with TOR for residential lot expansion project



Technical Advisory Services



Eabametoong First Nation:

- RRAP inspections/reports (2 Units)
- Technical advisor on the Capital Planning Study project team
- Technical advisor on the Water Treatability Study, Final Report has been issued
- Eabametoong CORDA

Ginoogaming First Nation:

- Technical advisor on infrastructure related issues
- New Housing Project Inspections/Reports (5 Units)

Long Lake #58 First Nation:

- RRAP inspections/reports (2 Units)
- CMHC Section 95 inspections/reports (7 Units)

Marten Falls First Nation:

- Technical advisor for water treatability study. Final report has been issued
- Assisted with residential lot expansion project development

Neskantaga First Nation:

- Technical advisor on the water treatability study. Final report has been issued
- Project team member on the Capital Planning Study
- Neskantaga RIOA

Nibinamik First Nation:

- Assisted with TOR for Capital Planning Study

- RRAP inspections/reports (2 Units)

- Misc. Inspections/reports

Webequie First Nation:

- Technical Advisor regarding the Capital Planning Study
- Assisted with Airport and Commercial Site Redevelopment Study
- RRAP inspections/reports (2 Units)
- Webequie RIOA (AANDC)
- Webequie School Fuel Upgrades
- Misc. Inspections/reports

A number of projects related to water treatment plants are progressing well.

CHALLENGES:

The new capital program that AANDC is following First Nation Infrastructure Investment Plan (FNIIP) has essentially eliminated the minor capital stream. All capital projects need to be identified and submitted on the annual plans by the September 30th deadline. AANDC has indicated that the Education "C" budget has also been eliminated. AANDC also requires a cost share for all feasibility and smaller capital projects.

OPPORTUNITIES:

Have been investigating the potential Joint Venture opportunity with a firm in Thunder Bay.

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 lands and waters. 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 2013 - JULY 2014:

Between July 2013 and July 2014, 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
- 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:

Future Community-Based Environmental 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 will be carried out over three phases and will involve extensive field work and travel to member First Nation communities, project and mineral development sites and Sudbury. To deliver the program Four Rivers is collaborating with many different organizations and groups including member First Nations, industry, government and academic institutions who can all share relevant and critical important that will contribute to the students success as an environmental monitor. Following successful completion of the Environmental Monitoring training program students are expected to work within their First Nation in the role of Environmental Monitor and carry out environmental monitoring and other communication activities that will support their



Four Rivers



communities' efforts to respond to potential mineral development.

Advancing Potential for First Nation Participation in Environmental Monitoring

In the winter of 2013/2014, Four Rivers collaborated with Aroland First Nation, Eabametoong First Nation, Nibinamik First Nation, Environment Canada, the Canadian Wildlife Service, the Centre for Northern Forest Ecosystem Research and many other experts to develop a scientifically defensible plan for member First Nations to conduct bird surveys around their First Nations as a part of community environmental monitoring initiatives. The project design is ground-breaking and unique in that it relies equally on both scientific processes as well as community knowledge, input, and advice. Through the use of advanced recording devices, the pilot project would accomplish two goals: (1) the collection of distribution information about migratory songbirds in Northern Ontario, and (2), offer the opportunity for Matawa communities to build capacity for future bird survey projects. With this plan in hand, Four Rivers is excited to continue working with member First Nations, Environment Canada, and other collaborators to get community based bird survey field projects off the ground.

Making Mapping Services More Accessible

In April, 2014 Four Rivers launched new online mapping tools for member First Nations. Accessible off of the department webpage, community members can now view community story map and enter into mineral development and trap line map portals where they can turn on and off map data layers to create and print their own map. These latest community tools are aimed at making mapping services and the information contained in maps more accessible to member First Nations. In addition to undertaking this exciting initiative, the Four Rivers geomatics team were highly active, completing over 100 custom map requests, developing 242 topographic homelands maps and printing over 1900 maps.

Environmental Workshops, Events and Open Houses

Throughout the year, Four Rivers provided numerous environmental training opportunities and workshops to member First Nation communities. Four Rivers hosted an Environmental Planning for Mineral Development and Environmental Assessment workshop at the Northern Ontario First Nation Environment Conference in October of 2013 in Sioux Lookout, and collaborated with the Chiefs of Ontario to host an Environmental Assessment training workshop for member First Nations in Constance Lake First Nation in September 2013, in addition to providing numerous presentations on environmental assessment and the Ring of Fire in member First Nations and at academic institutions. Four Rivers also hosted Environment and Land Use Planning Conferences in the winter of 2013 at that Matawa Office building which brought together lands and

resource staff from Matawa communities as well as people from academic institutions, government, and other environmental groups. In March 2013 over 150 participants attended the Four Rivers and Matawa Communications open house in Thunder Bay where they participated in live environmental demonstrations on topics relating to mapping and GIS, northern Ontario mammals, mine tailings and water quality, youth science programming, northern Ontario geology and attended exciting lectures on environmental science, geology, climate change and the Ring of Fire. Four Rivers also participated in numerous community open houses delivered youth science engagement activities in a number of First Nations. New department activity and reporting systems captured over 200 department activities including the hosting of events to over 1800 participants.

Enhanced Mineral Development Communications Initiatives

Between July 2013 and July 2014 Four Rivers initiative a number of new projects and programs to in response to community requests. Among them was an initiative to support enhanced mineral development information education and community support to member First Nations in collaboration with Matawa communications. As part of this initiative, Peter Moses joined the Four Rivers team to carry out activities associated with a new Mineral Development and Information Support Officer position. Among other important mineral development information work was the initiation of mineral and environmental glossary work with Nibinamik First Nation and Environment Canada. This is a project that we hope can continue in the future.



CHALLENGES:

Timelines

The success of environmental planning is dependent upon the processes used to support it. Many member communities are currently working on developing their individual community environmental planning, mining, or resource communication, and community information sharing and collection processes and the committees and activities that will support these processes. Communities are, in the meantime, being asked to participate in things like mineral development plans and permitting activities, environmental assessments, land use planning, regional planning, and other related land and resource planning and management related activities without having these processes fully developed. For those communities who do have established individual processes to participate in resource development related activities, community process timelines are often longer than government or industry timelines for approvals. This results in many member First Nations, and by extension many environmental programs that support member First Nation communities, being at odds with resource development timelines.

Resources

The availability of environmental program funding is relatively scarce in Ontario, and the situation has only

Four Rivers



worsened with cuts to environmental legislation at the federal level in recent years. For Four Rivers, community support requests outstrip available department resources and additional staff are required to deliver required services. This resource inadequacy is compounded by resource uncertainty which does not allow the department to use the funds we have on account of those funds not being forthcoming. This uncertainty contributed to moral issues, delayed timelines, and in some cases the cancellation of some project or program activities.

Staff Turn-Over

A number of long term employees within the Four Rivers Environmental Services group went on to pursue other opportunities between July 2013 and July 2014. While a number of new employees have since joined the Four Rivers team, each bringing their own unique skills sets and experiences, Four Rivers felt the absence of some of our well known and experienced employees.

OPPORTUNITIES:

Over the last few years Four Rivers has been able to develop some unique and strategic collaborations and partnerships to carryout important and in some cases, ground-breaking projects and programs. The

relationships created to deliver these programs and services lays a ground work for future programs and have led to recognition and awards outside of our organization. In the upcoming years, Four Rivers hopes to build on these relationships to bring more science and environmental youth outreach programming, baseline environmental information collection, mapping and expert advisory services to member First Nation communities.

The Government is currently looking at how environmental monitoring will be conducted in northern Ontario in the future. With the ongoing environmental monitoring training program and the advancement of community-based environmental monitoring program, member First Nations are poised to take active and potentially leading roles in future environmental planning and monitoring initiatives. Capacity building, community process development, and regional process development activities will need to continue to take place to take advantage of these potential opportunities.





Ring of Fire

DEPARTMENT DESCRIPTION:

The Ring of Fire Department provides a supporting role for the Matawa Chiefs and their respective First Nations, Matawa Mineral Technical Committee and the Community Communication Liaison Officers. The Ring of Fire Department's supporting role includes advisory services, logistical and administrative support.

The primary objective of the Ring of Fire Department is to develop a comprehensive strategy on the Ring of Fire that will respond to short, medium and long term goals. The comprehensive strategy will include detailed work plans and budgets, staff responsibilities, coordination between Matawa First Nations Management and collaboration with government and industry. The Ring of Fire Department will deal exclusively with mineral exploration and mining development including assisting with related community and regional infrastructure.

PROGRAMS AND INITIATIVES JULY 2013 - JULY 2014:

The Ring of Fire affects the region, but it also affects each First Nation differently. An effective regional strategy ensures that both regional issues and local issues are dealt with appropriately. Both the local and regional issues can be grouped into 3 main "pillars":

1. Land management (decision-making & environmental protection)
2. Revenue sharing
3. Capacity-building

The specific goal of the regional strategy is simple: To address the regional issues involved in the Ring

of Fire developments for the benefit of your people, your lands, and future generations. based on a Regional Framework agreed with Ontario.

Supporting and Assisting in Preparing for Phase II Negotiations to:

- Conduct Regional Environmental Studies: Air, water, land, animals, plants, insects, fish, people etc.
- Compile and update their existing studies/plans/profiles and identify new studies/plans/profiles in order to assist with developing a holistic plan.
- Identify and prepare their wants and needs to be included and discussed at the negotiating table.
- Complete their due diligence, then we will know how to structure the revenue sharing/profit sharing/equity position.
- Identify costs of the local and regional wants and needs.
- Completion of these steps will determine the Terms of Reference for the overall negotiation structure..
- Help determine the expertise required to support a well informed and organized negotiation process.

Anticipated Results:

- Ongoing involvement of community members will result in control of decision making.
- Building capacity and understanding of common issues will result in working together to achieve goals and objectives.
- The document resulting from community consultations, input and feedback will provide a foundation for organized and efficient negotiations.
- This document will assist in negotiating an



Ring of Fire



“Environmental Assessment Process” that will have full participation of our First Nation members that will incorporate socio-economic impacts that will result in sustainable communities.

- This document will also result in a Local and Regional Development Corporations to ensure profits remain in the Matawa Communities (I.e. First Nation owned construction companies to build local and regional infrastructure, housing, police station, health centre, etc).
- The document will also address ownership, maintenance and management of infrastructure (I.e. all weather road, transmission grid, broadband, roads, energy projects etc).
- This document will instill investor confidence.

HIGHLIGHTS AND SUCCESSES:

- Honorable Bob Rae hired as Lead Negotiator for Matawa First Nations Management
- Honorable Frank Iacobucci hired as Lead Negotiator for Ontario
- Williams Lake, BC fact finding mission with the Tsilhqot'in National Government
- Gibraltar Mine Tour, McLeese Lake, BC
- Framework Negotiations commenced: April 2013
- Framework Agreement signed: March 26, 2014
- Signing ceremony with Premier Kathleen Wynne present: April 24, 2014
- \$1.0 B announcement to Ring of Fire Infrastructure
- \$5.0 M commitment to kick start Community Participation
- Connecting with International Investors and Innovators: Mohammad Al Zaibak, British Consulate, Israeli Consul, Native One Group etc.

CHALLENGES:

- Lack of Funding for Local and Regional processes
- Government Announcing Development Corporation (DEVCO) without Matawa First Nation knowledge
- Lack of Due Diligence (I.e. taxes, etc)
- No agreement on Regional Entity (I.e. Regional Development Corporation)
- Cliffs Financial Challenges/shares at an all time low/internal struggles with major shareholders/ Iron Ore prices down
- Noront Continuing with Environmental Assessment
- Provincial elections-outcome

OPPORTUNITIES:

- Form Local Development Corporations
- Form a Regional Development Corporation
- Acquisition of Mining Claims/Properties
- Ownership
- Utilize Matawa Program Managers to support and assist FN Program Managers on gathering information, community profiles to structure a holistic plan
- Develop a TOR to develop or update community profiles on:
 - The wants and needs of each community
 - To identify the common issues
 - Identify costs for each



Membership

DEPARTMENT DESCRIPTION:

The mandate for the Membership program is to provide an accurate and updated Indian Registry to the following First Nation communities: Aroland, Eabametoong, Marten Falls, Neskantaga, Nibinamik and Webequie First Nations. The Membership Services Administrator (Indian Registration Administrator) manages functions 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 2013 - JULY 2014:

Healthy Babies/Healthy Children Program

The Healthy Babies/Healthy Children Program is a program for expectant mothers and families with children up to six years old. This program is an avenue to promote awareness of birth registrations through mother(s) and caregivers. The HBHC Coordinators monitor and update the child's process with registration.



New Status Card Implementation

The new Secure Certificate of Indian card (SCIS) applications are now available at the AANDC Thunder Bay office. The paper laminated card is no longer issued at the AANDC Thunder Bay office. The remaining First Nations/ Tribal units' will continue to issue the current version of the laminate card until further notice.

Note: Individuals who have been issued a Secure Certificate of Indian Status (SCIS) are no longer eligible to receive a paper laminate CIS. If a SCIS is lost, stolen, damaged or destroyed, cardholders should call the contact centre to have their SCIS cancelled.

Aboriginal Birth Registration Initiative

Formed in 2009 between NAN and the federal and Provincial governments, this new initiative was intended to improve access to birth registration services in the remote First Nations communities. The issues stemmed from births not registered after one year, difficulty in accessing services, etc. A Newborn Registration Ambassador Tool Kit was designed to promote to the First Nations.

Membership



HIGHLIGHTS AND SUCCESSES:

Community Visits

Matawa Membership Services provides an annual community visit to the six First Nations communities'. The services provided are to renew the Certificate of Indian Status cards (laminated card) and other related membership issues. The communities visited for 2013 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

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.

CHALLENGES:

Registering the Child

This issue has been an ongoing concern within the First Nations local level of a newborn/child not registered before the one year mark or later. If more than one year has passed from the date of birth and the birth was not registered with Vital Stats Ontario, it must go through the Delayed Registration of Birth process. The Delayed Birth process is an additional cost and takes a little longer.

Identification Issues with Individuals and ID Preparation for New Secure Card

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)

The Aboriginal Affairs and Northern Development Canada will notify the Membership/Indian Registration Clerks for the New Secure card training. There has been no set date.

Economic Development



DEPARTMENT DESCRIPTION:

The Matawa Economic Development Department provides advisory services to our First Nations with the intent to develop economies with infrastructure that meets our community needs and help our people lead self-sufficient lives. Each year, the department develops strategic work plans that are community driven by the Matawa Economic Development Committee which is made up of the First Nations' local economic development staff. This guidance ensures that the activities of the Department are helping our First Nations take action locally to work on community based projects that provide economic opportunities and improve social conditions in a sustainable way, particularly for those who are most underprivileged.

PROGRAMS AND INITIATIVES JULY 2013 - JULY 2014:

The Economic Development Officer and Corporation Outreach Program

The department has been working directly with all 9 of the 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.

Mega Resource Development Projects Support Program

The department works with the Ring of Fire Department and others on providing information and strategic advice on major projects like the Ring of Fire Mining Projects, Premier Gold Hardrock project, Transcan Pipeline Project, Kenogami and Ogoki Forest activities, Energy Generation and Transmission Projects to name a few.

Business Advisory Support Program

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

Project Report: (Regional Economic Development Support)

1. The Kenogami Forest – Ready, Willing and Able

Economic Development



Project:

The department has played a key role in securing funding for the Ready Willing Able Project and managing the flow-through agreement that will study economic opportunities in the Kenogami Forest. Phase 1 of the project was completed March 31, 2014 with the groundwork necessary to develop and deliver a concise five-year capacity building plan that will create business partnerships and the structure to maximize economic development in the forestry sector.

Summary of Activities:

- Proposal development and liaison with funders, secured \$137,000 for phase 1, seeking an additional \$170,000 for Phase 2.
- Assisting with procurement process of the project team.
- On-going coordination of meeting, advice and technical support for the First Nations Ready Willing Able Project Steering Committee.
- Management of budget, communications with First Nations and reporting requirements for funders.

2. The Kenogami Forest – Enhanced Sustainable Forest License (eSLF) Project

The department has been working with the First Nations working group that is tasked with developing the membership agreement for the corporate entity that will hold the Enhanced Sustainable Forest License (eSFL) for the Kenogami Forest. This will result in Ontario's first eSFL under Ontario's tenure modernization process and is set to provide a number of economic development and management opportunities to the First Nations communities and involved municipalities.

Summary of Activities:

- Working with the MNR on coordination of meetings and providing technical and administrative support to the working group.
- Assisting the working group with NAFA (National Aboriginal Forestry Association) on technical support requirements for the First Nations to participate in the process.
- Managing the budget and flow through agreement with the MNR and the Forestry Futures Fund.



Economic Development

3. Remote First Nations Broadband Feasibility Project:

The department is working with 6 members of the Matawa Economic Development Committee to study economic opportunities and provide recommendations into the construction of the fibre-optic cable that will connect the remote First Nations to a broadband internet connection. This is a sub-group that was established in February 2014 from the First Nations Telecommunications Group that is working on the broadband development plan for the NAN/Bell Alliant Project.

Summary of Activities:

- On-going coordination of meeting, advice and technical support.
- Identifying project requirements and subsequent development of Request for Proposal.
- Due diligence and scoring criteria for proposal review and procurement of project team.

4. Tourism Strategic Planning Project

The department has developed and submitted a proposal for the development of a long-term strategic tourism plan that will support community plans for the 9 First Nations while assessing opportunities in the region. The Terms of Reference and request for proposal were finalized in March 2014 by members of the Matawa Economic

Development Committee. The project will also identify a strategic direction for the Native Camp Operators Alliance, a group of remote First Nation camp operators.

Community Economic Development Support

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

Assisted several tourism camp outposts located in Webequie First Nation (Chipai and Wapikopa) and Nibinamik First Nation (Fishbasket) with business advice, management and administrative support.

Summary of Activities:

- Completed annual financial analysis, forecasting, and supply chain management.
- Cost reduction strategy implementation to raise profit margins.
- Research and procurement for fixed wing aircraft transportation, fuel and supply distribution.
- Development of policies and procedures.
- On-going coordination and communications with camp operators, clients, vendors, contractors, and the sales/marketing agent.

2. Eabametoong First Nation - Tourism Sector Development and Business Capacity Building:

Assisting Economic Development Officer and Business Information Officer on securing funding for community based economic initiatives including

Economic Development

the development of a tourism and business training programs.

Summary of Activities:

- Proposal development and tourism strategic planning support.
- Assisted with identifying business opportunities and camp ownership.
- Assisted in coordination of business training programs and securing funding.
- Assisted in developing draft Small Business Equity Program Policy for Casino Funding.

3. Neskantaga First Nation - Economic Development Corporation Structuring and Business Strategy

Assisting the First Nation Economic Development Corporation (Nedcorp) with strategic advice for community run businesses and developing a corporate model to maximize current and future economic opportunities.

Summary of activities:

- Proposal development and secured funding for Comprehensive Community Economic Development Planning Project to guide the First Nation for the next 10 years.
- Assisted in the legal review and amendment to Corporate Bi-Law.
- Act as Coordinator for the Corporation's Annual General Meeting.

- Completed a situational analysis and needs assessment of the development corporation.

- Board of directors and general manager capacity building support for board review, analysis and presentation of 2007 Economic Development Plan.
- Provided business advice on hotel accommodation and vehicle rental ventures.

4. Ginoogaming First Nation – Advisory and Project Support

Summary of activities:

- Proposal development and secured funding for Comprehensive Community Economic Development Planning Project to guide the First Nation for the next 10 years.
- Provided technical support for TransCan Pipeline Project.
- Provided strategic support for Premier Gold Hardrock Project in meetings with legal representatives.

5. Marten Falls First Nation – Advisory and Project Support

Summary of activities:

- Proposal development (CORDA Application and Comprehensive Community Economic Development Plan).
- Advisory support for community walking trail



Economic Development



project.

- Technical support for AANDC - CEDP Report and Annual Plan.

Other Community Projects:

- Long Lake #58 First Nation: Proposal development for Comprehensive Community Economic Development Plan.
- Nibinamik First Nation: Proposal development for Comprehensive Community Economic Development Plan.

HIGHLIGHTS AND SUCCESSES:

1. Proposal development: The department has assisted in securing over \$500,000 for community-based economic development projects.
2. Business Support Services: The department has assisted the camp operators find solutions to sustain operations for two years raising profit margins.
3. Tourism Training and Business Capacity: The department has assisted Eabametoong First Nation secure funding for and deliver a specialized

tourism development and training program for ten community members who wanted to learn more about operating their own hunting and fishing camp outpost.

4. Quality Management System: The department successfully passed the quality management audit to become ISO 9001 certification standards.

CHALLENGES:

- Poor support from Federal Government Agencies that promote themselves as leads in First Nation Economic Development (AANDC, AANDC – SPI, FEDNOR). These agencies also 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 MNDM – Ring of Fire Secretariat on information requests pertaining to MNDM 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

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
Moving Forward Together







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