



# 2016 / 2017 Annual Report

Prepared for the Matawa 29th Annual General Meeting  
August 1 - 3, 2017  
Hosted by Ginoogaming First Nation



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## Matawa First Nations Management Annual Report

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Matawa First Nations Management

# Message

from the  
President of the Board



## Watcheye misiwe,

Another year has come and gone since the last AGM and a lot was shared in taking steps forward to better our peoples of the land. My hope is to see and hear what are our next steps are to a better and brighter future for our First Nations communities, our youth, elders, our economy and infrastructure.

One of our biggest concerns and fears today is the safety of our youth going to school in the city of Thunder Bay, Ont. We must work together to implement safety instructions and guidelines for our youth and people that live or visit the city of Thunder Bay.

We should never have to look over our shoulders while visiting the city but for now it only seems the safest thing to do today. I hope we as Nishinawbe people and people of every other race will work together for a safer environment and resolve such atrocities against our precious children and youth of tomorrow.

May God, our creator, protect us everyday and send his angels to watch over us. We should never walk in fear but walk in faith, for faith conquers fear.

Enjoy your summer. Be at peace and live the life God our creator intended us to live.

**Thank you all,**

**Darius Ferris**  
President of the Board of Directors





## Matawa First Nations Management Board of Directors - 2016/2017

### **President**

**Darius Ferris**

Constance Lake First Nation

### **Vice President**

**Frank Onabigon**

Long Lake #58 First Nation

### **Secretary/Treasurer**

**Charlie Okees**

Eabametoong First Nation

**Robinson Meshake**

Aroland First Nation

**Maurice Waboose**

Ginoogaming First Nation

**Stanley Oskineegish**

Nibinamik First Nation

**Sharon Sakanee**

Neskantaga First Nation

**Roy Spence**

Webequie First Nation

**Vacant**

Marten Falls First Nation





## Matawa First Nations Management

# Message

from the  
CEO

The Power of Unity, The Dignity of Difference

L<sup>u</sup>b L<sup>u</sup>·Δ<sup>u</sup>Δ<sup>u</sup>·Δ<sup>u</sup> P<sup>u</sup>P<sup>u</sup>·C<sup>u</sup>L<sup>u</sup>·Δ<sup>u</sup> b<sup>u</sup>J<sup>u</sup>V<sup>u</sup><b<sup>u</sup>·P<sup>u</sup>·Δ<sup>u</sup>



### BOOSHOO/WACHEYA MIISAWEH ANISHINABEK, ANISHINNIWUG MIINA INNINIWUG

Once again, we are gathering on our lands as Nations to celebrate our culture, our history, our languages to Mamow-Wecheekapawetahteewiin Standing Together in Unity (see page 7).

Back in July 13th 2011, as First Nations the Chiefs said;

*"We will do whatever is necessary in order to protect our land, our water, and our resources for the future generations. We agree that we must stand together in order to ensure our Nation is protected. 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. Failure to consult, accommodate and receive the consent of the First Nation(s) to proceed with any work or activity in an unjustified infringement upon our Aboriginal, Treaty and Custodial rights as First Nations."*

I remember back when Matawa was first established in 1988. The Chiefs at the time had a vision that the Matawa communities would work together to develop self sufficient and self-sustaining communities.

Their vision was;

*Matawa First Nations will be prosperous and enriched First Nations both individually and collectively. By creating enhanced social and economic opportunities for everyone, the Matawa First Nations will reach their maximum potential and have confidence in the future.*

- Matawa First Nations work together
- Matawa First Nations are dynamic and sustainable communities
- Matawa First Nations uphold quality of life

I believe the vision still holds today and I truly believe we are on the road to achieve our vision.

Today our First Nations are facing unprecedented development which will test our Mamow-Wecheekapawetahteewiin Standing Together in Unity. Time will tell if we can continue to work together to create dynamic and sustainable communities where the quality of life is held in the highest honour.

I believe we can, our Elders want to see our communities stick together as one Nation, one Peoples so that our future generations can all benefit from the lands and resources from our territories

**With all my respects,**

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



# Current Matawa Chiefs Council

The Matawa Chiefs Council is comprised of nine (9) First Nations Chiefs of the Matawa First Nations. The Council provides overall strategic direction to the organization and broad governance on collective issues.

For updates on Resolutions passed this year, refer to the 2016/2017 Matawa Chiefs Council Report which is available under separate cover.



**Chief Dorothy Towedo**  
Aroland First Nation



**Chief Celia Echum**  
Ginoogaming  
First Nation



**Chief Wayne Moonias**  
Neskantaga  
First Nation



**Chief Rick Allen**  
Constance Lake  
First Nation



**Chief Veronica Waboose**  
Long Lake #58  
First Nation



**Chief Johnny Yellowhead**  
Nibinamik  
First Nation



**Chief Elizabeth  
Atlookan**  
Eabametoong  
First Nation



**Chief Bruce  
Achneepineskum**  
Marten Falls  
First Nation



**Chief Cornelius Wabasse**  
Webequie  
First Nation





## CHIEFS COUNCIL

### Mamow- Wecheekapawetahteewiin

#### LL° ·ΔΓ<·ΔΓ·Δ° UNITY DECLARATION

We, the undersigned nine (9) First Nations; Aroland, Constance Lake, Eabametoong, Ginoogaming, Marten Falls, Long Lake #58, Neskantaga, Nibinamik and Webequie, live and rely upon the lands, water and resources entrusted to us by the Creator. We are connected through our language, culture, social and economic interests. The First Nations have the inherent right of self-determination as determined by our First Nations and applies to our homelands. This fundamental right has always rested with our people. The inherent right of self-determination is an Aboriginal and Treaty right recognized and affirmed under **Section 35 of the Constitution Act, 1982**. 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. 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.

We will do whatever is necessary in order to protect our land, our water and our resources for the future generations. We agree that we must stand together in order to ensure our nation is protected. 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. Failure to consult, accommodate and receive the consent of the First Nation(s) to proceed with any work or activity is an unjustified infringement upon our Aboriginal, Treaty and Custodial rights as First Nations.

Dated in Webequie First Nation at the Matawa Chiefs Meeting on the 13<sup>th</sup> day of July 2011.

X

Chief Celia Echum  
Ginoogaming First Nation

X

Chief Sonny Gagnon  
Aroland First Nation

X

Chief Elijah Moonias  
Marten Falls First Nation

X

Chief Peter Moonias  
Neskantaga First Nation

X

Chief Roger Oskineegish  
Nibinamik First Nation

X

Chief Harry Papah  
Eabametoong First Nation

X

Chief Cornelius Wabasse  
Webequie First Nation

X

Chief Roger Wesley  
Constance Lake First Nation

X

Chief Veronica Waboose  
Long Lake #58 First Nation





# Communications

## STAFF:

Carol Audet, Communications Manager

## OVERVIEW:

The Communications Department provides communications and advisory support to First Nations in Matawa, Matawa Chiefs Council, Matawa First Nations Management departments, services, corporations, and KKETS departments and services in the following areas:

- Media monitoring and support
- Development of informational materials and promotion
- Brand implementation and visual identity
- Website/cultural portal/intranet updates and training (shared role with Matawa IT)
- Social media updates and monitoring
- Radio broadcasting, recording, PA systems
- Translation

## ACCOMPLISHMENTS:

### Community Assistance

- Long Lake #58 CCLO in development of collaterals for Regional Framework
- Marten Falls First Nation in development of community website
- Neskantaga First Nation in press conference and Sherman Quisses memorial
- Long Lake #58 First Nation in Healing Walk for all First Nations and Communities
- Ginoogaming First Nation in development of community website



### Matawa Messenger Newsletter

- 4 issued this year (meeting target)

### Radio Broadcasting

- 24 Bi-weekly radio shows ongoing providing continuous updates on Matawa programming via Wawatay

### Media Monitoring and Support

Regular media monitoring and support was provided as follows:

- 4 press conferences (up from 1 last year)
- 13 media releases (up from 7 last year)
- 7 media advisories (up from 3 last year)
- Matawa issues highlighted on TBTB News Hour 5 times (up from 3 last year)
- 80+ Bi-Weekly Ring of Fire Media clips
- Staff kept apprised of news items relevant to respective departments





### Informational Materials and Promotion

- Matawa Monday Memo issued every Monday (or Tuesday, if it was a holiday) highlighting schedules of Matawa First Nations Management staff and upcoming events
- For Matawa First Nations Management internal projects included: health collaterals, event/program posters
- Communication assistance in special events included Gathering of Rivers Charity Event and Walking in the Light Unity Walk

### Social Media Updates and Monitoring

- Increasing followers and likes on social media platforms (Twitter and Facebook) by double or triple
- Creating content responsive to community/world events and efforts made to engage audiences



### CHALLENGES:

#### Maintaining Adequate Staffing Levels

- Department continues to be understaffed for the amount of users of the services
- Require a minimum of 2+ permanent positions and a 1/2 time translator to support the increased number of departmental/community requests and to fulfill some of the opportunities that are available

### OPPORTUNITIES:

- Expansion of radio broadcasts and types of broadcasts (pre-recorded, etc.) and assistance to communities in establishing community radio programming
- Modernization of Matawa website and community websites
- Utilization of digital media technologies to keep the Matawa brand fresh, relevant and user-friendly to our Nations
- Expansion of video capabilities and web streaming of events, podcasts, etc.
- Development of publications/research papers
- Development of Communications Training Manual to build capacity in various areas
- Digitization of community histories through Cultural Codex (virtual museum)





# Health & Social Meno Biimadeswin

## STAFF:

Francine Pellerin, Health Director

Tricia Atlookan, Regional Crisis Intervention Coordinator

A.J. Eddie White, Approaches to Community Wellbeing Facilitator

## OVERVIEW:

The Health and Social Meno Biimadeswin (HSMB) 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. The HSMB works in partnership and collaboration with several groups, organizations, agencies and institutions who are affiliated with our First Nations in Health and Social Programming.

## MATAWA HEALTH AND SOCIAL SERVICES TASK GROUP:

Chairperson, Annabelle Mendowegan, Health Director, Aroland

Vice Chair, Jeffrey Jacob, Health Director, Webequie

Secretary/Treasurer, Diane Andrews, NNADAP Worker, Constance Lake

Member, Lydia Couture, Health Director, Constance Lake

Member, Robert Baxter, Health Director, Eabametoong

Member, Sheri Taylor, Health Director, Ginoogaming

Member, Judy Desmoulin, Health Director, Long Lake #58

Member, Evelyn Baxter, Health Director, Marten Falls

Member, Sharon Sakanee, Health Director, Neskantaga

Member, Annie Oskineegish, Health Director, Nibinamik

The Committee initially was formed in 1999 as the Regional Health Committee (Resolution 99/016) and in 2000, renamed as Matawa Health Task Group (Resolution 00/19) and again, in 2004 renamed as Matawa Health & Social Task Group (MHSSTG). The Terms of Reference was revised to include the Social Programs that were working under the overall Health Programs.

The MHSSTG is mandated by the Matawa First Nations Chiefs as an advisory group/body to the Health and Social Meno Biimadeswin, Matawa Chiefs, governments and other organizations/boards on health and social matters. The MHSSTG is a proactive group that advocates, negotiates, supports and makes recommendations regionally that will support and benefit their First Nations' needs and goals.



## KEY PRIORITY AREA:

Our key priority is to strengthen, enhance and promote health and wellbeing within our First Nations.

## ACCOMPLISHMENTS:

1. Embarking on increasing awareness and capacity building on Human Trafficking, a very sensitive and challenging topic related to health and safety of everyone. A Matawa regional training for the community workers was held in Thunder Bay on February 14-16, 2017. Positive outcomes include developing campaign materials and access funding for a second training session for Front Line workers.
2. Implementation of Approaches to Community Wellbeing (ACW) Initiative for communities within the Sioux Lookout Zone area. ACW is an initiative to assist and support First Nations in the development of their community-based public health system.
3. Producing a Regional Prescription Drug Abuse and Misuse Report 2017 entitled: Matawa First Nations Prescription Drug Abuse and Misuse Programs: Common Approaches, Practices with Promise, Program Updates and Recommendations. The report was completed in collaboration with the MHSSTG and Lakehead University Research Team.
4. Producing Matawa Health Department awareness and promotional materials - health banners, brochures, posters, video and other program aides.
5. Continuing on-going support, advocacy and advisory services to all of our First Nations through various avenues, community engagements, support and planning processes. – capacity building/training funds, PDA Gathering VII, community-based program funds, increased participation in planning for health transformation systems, etc.

## OPPORTUNITIES:

1. Increasing access for capacity building and planning resources (family violence, victim services, human trafficking and Health Co-op planning)
2. Increasing community engagement sessions and facilitating safety and prevention programs through new initiatives – Approaches to Community Wellbeing, Health Co-op, Human Trafficking Awareness, Family Violence, PDAM Back to Our Roots Gathering VII, etc.
3. Increasing participation in regional planning for health transformation through political advocacy and political action.

## CHALLENGES:

Overall challenge is the ability to have capacity and resources to improve and increase communication, planning, and facilitating community programs.





# Information Technology (IT) Services

## STAFF:

Rob Wesley, Manager IT Services  
Andrew Sedesky, IT Helpdesk Analyst

## OVERVIEW:

*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 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.*

### ACOMPLISHMENTS:

- Replaced a single main critical server that performs authentication and backups.
- Replaced a data storage unit increasing capacity from 5,000GB to 22,000GB
- Purchased a single virtual server which can be used to replace 7 physical servers
- These new purchases will be in use for the next five to seven years.

- Continued maintenance and hosting of:

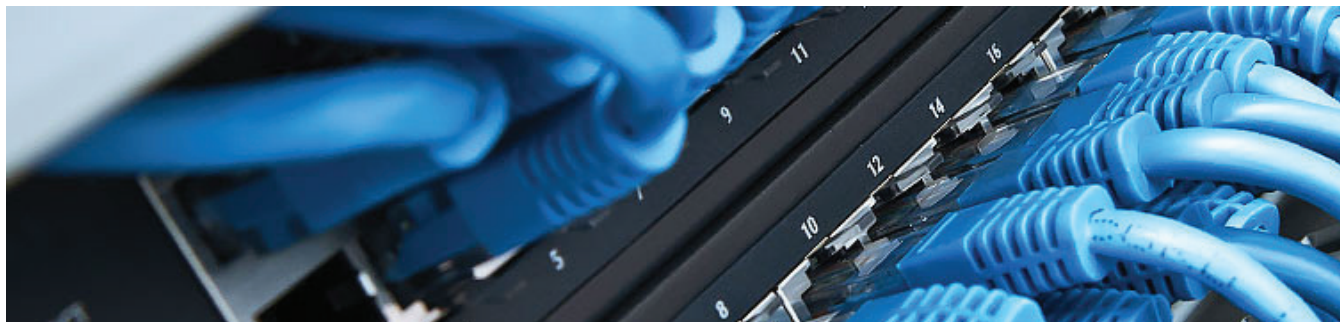
- ◊ <http://www.matawa.on.ca/>
- ◊ <http://www.kkets.ca>
- ◊ <http://community.matawa.on.ca>
- ◊ <http://www.longlake58fn.ca/>
- ◊ <http://www.ginoogamingfn.ca>

### 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 7+ years and are no longer under warranty
- We have been able to purchase a single high end server that when used in a virtual environment can be used to replace 7 individual single servers.
- Our server room cooling unit is starting to malfunction and is a critical piece of equipment that simply needs to be replaced.

### OPPORTUNITIES:

- Will be moving all existing servers to a virtual environment
- Will be decommissioning all 7 servers currently within our blade server environment, this significantly lowers overall server room power consumption







# Education

## STAFF:

### ADVISORY SERVICES

Sharon Nate, Education Department Manager  
Lorraine Sainnawap, Receptionist  
Angela Sakanee, Education Assistant

### MATAWA LEARNING CENTRE

Brad Battiston, Principal  
Jackie Corbett, Teacher  
Trevor Workman, Teacher  
Jayme Lynn Jensen, Student Nutrition Coordinator  
Paul Francis Jr., Mental Health Counsellor  
Paula Gilverson, Student Activities Coordinator  
Stephanie Ritch, Youth Inquest Officer  
Steve Achneepineskum, Cultural Worker  
Valerie Shawinimash, Mental Health Counsellor

### PATHWAYS TO ACHIEVE STUDENT SUCCESS

Nick Shaver, PASS Program Administrator  
Ben Pretulac, Database Helpdesk Coordinator  
Christine Avgeropoulos, Intermediate Lead  
Chris Chapman, School Success Lead  
Danielle Gibson, Parent-Student Engagement Lead  
Jordan Sturgeon, System Administrator  
Kelly Soulias, Junior Lead  
Michael Knapaysweet, Community Liaison Worker  
Shirley Fiddler, Mental Health Lead  
Wayne Slipperjack, IT Technician

### POST SECONDARY PROGRAM

Georgette O'Nabigon, Post Secondary Coordinator  
Shalon Adams, Post Secondary Assistant

## REGIONAL ADVISORY COUNCIL ON EDUCATION (RACE):

Victor Chapais, Ginoogaming FN	Chair
Tony Sakanee, Neskantaga FN	Co Chair
Claire Onabigon, Long Lake #58 FN	Member
Ennis Jacob, Webequie FN	Member
Lawrence Therriault, Aroland FN	Member
Mary Oskineegish, Nibinamik FN	Member
Nancy Coaster, Marten Falls FN	Member
Nancy Waswa, Eabametoong FN	Member

## OVERVIEW:

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, Indigenous Northern Affairs 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.

## ACCOMPLISHMENTS:

### 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, much work and focus has been dedicated to the First Nation Youth Inquest. On June 28th, 2017, Matawa responded to the coroner's recommendation and the work that has been done over the past year. The Education Department has provided technical support for Matawa leadership attending forums with Nishnawbe Aski Nation and Chiefs of Ontario and continues to liaise with other First Nation organizations.

### Matawa Learning Centre

The Matawa Learning Centre had 47 students enrolled during the first semester and 38 students during the second semester for the 2016-2017 school year. There were three graduating students this year, with celebrations being held at the Prince Arthur Hotel. Staff comprised of a Principal, three classroom teachers, two Mental Health Workers, a Cultural Worker, and a Student Activities Coordinator. Through a major partnership with Lakehead University, the Matawa Learning Centre offered a Land-Based credit.

During the past year the Department Manager, Principal and Inquest Officer were active in meetings, discussions, and proposals based on the Jury Recommendations resulting from the First

Nations Youth Inquest. Thus far, it has resulted in the acquisition of the *Matawa Education and Care Centre* as well as possible program and funding changes to meet the Mental Health, Cultural, Special Education and Recreational needs of the students.

### Pathways to Achieve Student Success – PASS!

The Matawa PASS program provides support services and resources for Matawa schools and Education Authorities, primarily in the areas of literacy, numeracy, information technology, and student success with funding from the federal First Nation Student Success Program (FNSSP). This program also supports annual school success plans through which schools identify their priorities and goals for each year. Regular feedback on PASS activities is received from on-site visits by PASS staff, from school principals (through the Principals Working Group), and through the Regional Advisory Committee on Education (RACE).

Since August 2016, the PASS team has seen restructuring which has led to new staff members and significant growth in the size of the staff. The team grew to include Primary, Junior, Intermediate, Mental Health, Parent-Student Engagement, and School Success Leads, Performance Measurement (System Administrator, Database Helpdesk, IT Technician), a Cultural Education Coordinator, a Community Liaison Officer, an Education Partnerships Program (EPP) Liaison, Student Nutrition Program (SNP) Coordinator, and PASS Administrator. While some positions are currently vacant, most positions were filled by September 2016 following funding commitments from INAC. Many PASS staff have played roles in Matawa Education's response to the Jury Recommendations from the Thunder Bay Seven Youth Inquest through attending meetings and/or participating in activities that address the recommendations.





# Education



*Primary, Junior, Intermediate Leads:* The Primary, Junior, and Intermediate Leads have taken over the main duties of the Literacy and Numeracy Specialists. As such, their areas of focus are supporting the Matawa schools in literacy, numeracy, and student success. Through regular and frequent communication and visits with various staff members of the Matawa schools, they have been gathering information on how to best provide specific support, using this information to provide the required support, and attending professional development opportunities in order to provide schools with appropriate support.

The *Primary Lead* is responsible for supporting programming, instructional strategies, classroom management practices and evaluation strategies to improve student success in the Primary Division (Junior Kindergarten to Grade 3). The Primary Lead also supports the effective implementation and evaluation of literacy and numeracy programs, and strategies to support student learning and achievement. The Primary Lead has continued supporting schools as the Early Literacy Specialist had done previously, including assisting schools in conducting the Early Years Evaluation (EYE).

The *Junior Lead* has made efforts to support the Matawa community schools in the areas of Literacy,

Numeracy, and Student Success for Grades 4-6. Each community and school has been visited and a picture of the educational supports that they require has been established. Partnerships have been created and maintained with external educational organizations that allow the opportunity to provide teachers with educational resources. The Junior Lead has attended Professional Development conferences and sessions specific to the areas of focus. The Junior Lead has coordinated Matawa schools' staff attendance at the "Reading for the Love of It" conference and helped coordinate the Matawa Rotary Bursary Program.

The *Intermediate Lead* has been supporting the ongoing efforts of Matawa schools in the areas of literacy, numeracy and student success for Grades 7-12. There have also been ongoing efforts to help increase and sustain Matawa Education's capacity to deliver educational supports and services. Each of the Matawa schools have been visited and information gathered for providing supports requested by staff at the schools. The Intermediate Lead coordinated the planning of the Matawa Education Conference and has developed a "Reach Ahead" high school credit for Matawa schools to offer their Gr. 7-8 students. This credit goes toward their high school diploma, and will help students transition between living and attending school on-reserve and living and going to school in an urban centre like Thunder Bay.

The *Mental Health Lead* supports the Matawa schools in developing healthy and safe school environments through addressing the mental health needs of students and staff. To date, the Matawa First Nations community schools have been visited for initial contact with the staff and students, community and education leadership, and community resource workers. This contact is being used to complete a needs assessment of the types of services that are available in each community and how these services can be utilized in the schools to help promote and bring awareness of school mental health well-





being. The Mental Health Lead has attended various workshops and trainings that will support the schools' staff and students. Work toward the creation and implementation of a regional mental health strategy will be an area of focus.

The *Parent-Student Engagement Lead*, has facilitated meetings with school staff to review current strategies, best practices, and barriers to parental and student engagement. Similar meetings have been facilitated with students and parents when possible. Various conferences and workshops have been attended, and research of professional journals and resources for the purpose of ongoing professional development in the areas of parent and student engagement have been undertaken. To date, engagement opportunities (workshops, discussions) have been coordinated in some communities in an effort to create Parent Advisory Committees. Focus has been on building and maintaining relationships with parents/community members/staff members as potential candidates for committee membership. In preparation for future committees, a "Terms of Reference" to be tailored for each future committee has been drafted, and surveys for school staff and parents to gather/analyze school data related to parental and student engagement have been created.

The *School Success Lead's* main responsibilities are to support the development and implementation of individual school success plans, ensuring strategies and evaluation tools are in place to improve literacy, numeracy, and performance standards. With other PASS staff, the School Success Lead also assists schools to

identify and implement strategies to engage parents and communities, and to support staff retention and recruitment. While this position was filled starting May 8, 2017, work has been done to support schools in administering standardized tests (EQAO and CAT-4), compile and analyze testing data, to support principals in making school improvement decisions based on standardized tests, and to support principals in setting school improvement plans with the intention of supporting their implementation for the coming school year.

*Performance Measurement:* Matawa FNSSP Performance Measurement formed an information technology services helpdesk to provide technical support in the following areas: school data system install and support; school user systems install; support the use of the school data system; and implement technical, physical, administrative security controls to protect the user and data systems. The helpdesk consists of a System Administrator, IT Technician and Database Helpdesk, each with specific roles and responsibilities to meet the requirements of FNSSP Performance Measurement.

Funding for Matawa Education's FNSSP Performance Measurement was limited in 2016-17 despite providing a comprehensive IT plan with the proposal submission as required. School IT enhancements planned for 2016-17 have been completed which included the replacement of the school data system hardware server at Johnny Therriault Memorial School, Neskantaga Education Centre, Nibinamik Education Centre, Henry Coaster Memorial School, Simon Jacob Memorial Education Centre, John C Yesno Education Centre, and Migizi Wazisin Elementary School. The new servers replace the old servers which were being used for 7 years.

Also in 2016-17, new systems are being deployed to each school for Teachers with licensed software tools pre-installed. This year, all schools can now access their school data system remotely and securely. Nibinamik Education Centre, Neskantaga Education Centre, and Simon





# Education

Jacob Memorial Education Centre are receiving surveillance security systems to meet physical security plans. A laptop lab was deployed in Nibinamik Education Centre, and a desktop lab was deployed in Neskantaga Education Centre. Much support was provided to Johnny Therriault School and Migizi Miigwanan Secondary School to re-image and update their school systems.

*Cultural Education Coordinator:* The Cultural Education Coordinator is responsible for coordinating the development, enhancement and implementation of programming, instructional strategies and evaluation tools for Native Language immersion and second-language programs and outdoor cultural programming. This position has been vacant since its initial posting as “Native Language Lead” on July 1, 2016. Other PASS staff have provided support to Native Language teachers through the purchase of resources.

*Education Partnerships Program (EPP) Liaison:* The main responsibilities of the EPP Liaison are the undertaking assigned activities in support of the EPP Joint Implementation Plan that are designed to improve the scope and quality of education programs and services available to Matawa First Nations students attending provincially funded schools. The EPP Liaison is expected to effectively represent the EPP Partnership that includes Matawa First Nations Management, Nishnawbe Aski Nation, the Ontario Ministry of Education, and Indigenous and Northern Affairs Canada at the District School Board, school and First Nation levels. This position has remained largely vacant since its initial posting on January 13, 2017.

*Student Nutrition Program:* In January 2016, with funding made available through the Ontario

Ministry of Children and Youth Services (MCYS), Matawa’s Education Department was pleased to launch our Student Nutrition Program (SNP). Over this past year, the SNP helped support healthy child and youth development by providing approximately 55,000 nutritious meals to over 700 First Nation elementary and secondary students. Students are fed one or two meals a day which consist of a nutritious breakfast, mid-morning meal or lunch. Matawa’s participating schools and communities are:

- Simon Jacob Memorial Education Centre (Elementary and Secondary) in Webequie First Nation
- Nibinamik Education Centre in Nibinamik First Nation
- Neskantaga Education Centre in Neskantaga First Nation
- Migizi Wazisin Elementary School in Long Lake #58 First Nation
- Migizi Miigwanan Secondary School in Long Lake #58 First Nation
- Busing Program in Ginoogaming First Nation
- Matawa Learning Centre in Thunder Bay, Ontario

Some Matawa First Nations communities operate their SNP independently and we are working on having a SNP operating in all of the Matawa First Nations.

The goal of Matawa’s Student Nutrition Program is to provide nutritious food to support learning and healthy child and youth development. The SNP also receives a small amount of funding for food and nutrition related cultural activities. The SNP supports Ontario’s Healthy Kids Strategy (2013) and Ontario’s Poverty Reduction Strategy (2014).

Matawa’s SNP Coordinator has been very busy providing program services (e.g., cooking for MLC students, flying food and supplies to our First Nations) and administration (e.g., monthly and quarterly reporting, paying cook salaries, etc. to the

Student Nutrition Program's operating in our participating communities.

*Education Conference:* The 10th Annual Matawa Education Conference was held in March 2017 at the Valhalla Inn in Thunder Bay, during which nearly 500 participants, presenters and vendors took part in making it the largest conference held to date. The conference spanned three days and included a wide range of professional development topics for school operations staff, administrators, teachers, principals and education leadership, nutrition program staff, parents, and community members that addressed the current needs identified by educators in Matawa schools. This included participants from all 9 Matawa First Nations. All PASS staff were involved in the planning of the Matawa Education Conference and many facilitated workshops during the conference. As with last year, Keewatinook Okimakanak Board of Education (KOB) schools participated in these workshops. New this year, was the introduction of Matawa Role Model Awards, in which, each community chose a role model to be recognized at a banquet in the evening of the second day. This award will continue to be presented at future conferences.

*Structural Readiness:* Under the funding provided through the 2016-17 Structural Readiness proposal, Matawa Education was able to hire a Community Liaison Officer. The responsibilities of this position include coordinating activities and meetings related to implementation of the Matawa Regional Education Strategic Plan and Education Department organizational readiness, and assisting in the development and implementation of a Matawa Education communication plan.

The Structural Readiness funding also allowed for several activities and projects to be undertaken. A "Cost of Education" project to develop a baseline report on the current state of education programs, services and related infrastructure in Matawa First Nations' schools, which can be used to inform the development of long-range planning for improved programs, services and infrastructure

for the schools, as well as identifying any role the MED may provide in moving this work forward was completed. Terms of Reference, policies, and procedures for a Matawa curriculum development committee have been drafted.

Instructor training for a Special Education for Administrators course has been in progress by the Matawa Learning Centre Principal and the current PASS Administrator. This training will allow them to train Matawa school principals and other education leaders to attain accredited additional qualifications and support Special Education in the schools more effectively. Other funded activities supporting structural readiness include principals and Matawa Education staff attending professional development sessions relating to leading student achievement and system implementation and monitoring.

*New Paths for Education:* Several Matawa Education Department activities and projects were funded through New Paths for Education during 2016-17. Many of these activities and projects were aimed at teacher recruitment and retention and include continuing to make online subscriptions to education job postings sites available to Matawa schools, the creation of a promotional video to recruit teachers to Matawa communities and schools, updating and digitizing the Matawa First Nations Education Orientation Guide, updating and expanding the Matawa Education website, and ensuring Education Directors or community education representatives had the opportunity to attend the Lakehead University Education Job Fair. Other activities include reviewing the Early Literacy Programs in place in Matawa schools and reviewing how traditional knowledge and Native Language are currently being incorporated into school curricula.



# Education

## Matawa Post Secondary Program (MPS)

### OVERVIEW:

The Matawa Post Secondary (MPS) program consist of the following five communities; Aroland First Nation, Ginoogaming First Nation, Long Lake #58 First Nation, Neskantaga First Nation and Webequie First Nation. The MPS program follows the MPS policy and the National Post Secondary Student Support Program (PSSSP) and University and College Entrance Program (UCEP) of Indigenous and Northern Affairs of Canada.

The MPS program provides financial, counselling support services; maintains a database; a liaison for the MPS Advisory, Students, and Post Secondary Institutes. The MPS staff continues to be a member on various committees to represent our students throughout the year.

MPS is currently staffed by Georgette O’Nabigon, Program Coordinator and Roberta Mattinas, Post Secondary Program Assistant. She is currently on Maternity Leave since December 31, 2017 until July 7, 2017. Shalon Adams was hired to assist until July 7, 2017. MPS Staff work closely with the Advisory Committee (comprised of one representative from each participating First Nations).

For the 2016 – 2017 year there were 35 Post Secondary Graduates from the five participating Matawa Post Secondary Communities. To honour the MPS Graduates and Rotary Award winners a banquet was held at the Victoria Inn on June 8th, 2017.

For the 2016 – 2017 Post Secondary school year the MPS program had an enrollment of ninety-six (96) students with thirteen (13) student withdrawals throughout the year. Enrolment is based on the number of applicants the MPS program budget can fund.

## MATAWA POST SECONDARY ADVISORY COMMITTEE:

Tony Sakanee, Neskantaga First Nation  
Ennis Jacob, Webequie First Nation  
Patrick Patabon, Long Lake #58 First Nation  
Robinson Meshake, Aroland First Nation  
Victor Chapais, Ginoogaming First Nation

*Matawa Rotary Bursary Program:* The Bowmanville Rotary Club and Matawa Education Department have been in partnership for the last 10 years to administer the annual Bowmanville Bursary program. The awards categories: Elementary, Secondary, Post Secondary, Apprenticeship/Training and Adult Education. The bursary award criteria are based on literacy, class participation and personal achievements. The bursary award criteria was determined by participating Matawa School representatives and the Bowmanville Rotary Club mandate. The Matawa Education Staff facilitate the application process, recruit a Judging Panel with representatives from local Post Secondary Institutes and Organizations, as well the staff work together to host the annual Grad & Awards Banquet. The intent of the Bursary Program is to honour and encourage Matawa community members in their educational journey.

*Maadaadizi Post Secondary Student Orientation:* In 2013, a Committee was formed in Thunder Bay consisting of local Post Secondary Institute representatives, participating Post Secondary Coordinators, Counsellors and members from various organizations. This Committee collaboration has resulted with being able to host the Annual Maadadizi events at the beginning of each school year. Indigenous artists such as Grave Dove and Nick Sherman have headlined the event. The 2016 event was held at the Marina Park on September 10, 2016 and was well attended by students and families. This year’s event will be held at the Marina Park on September 10, 2017 everyone is welcome to attend. The keynote and entertainment are to be announced soon.

The objective of Maadaadizi is to orientate Indigenous students from the far north and surrounding areas to the city of Thunder Bay and their respective post-secondary institutions. It is also a welcoming event. The Committee promotes positive Indigenous role models at this event. The Committee is confident that this event increases retention and success rates and assist with transitioning to a new environment. At the main event, representatives from various service agencies come to show our students what they have to offer them. Throughout the academic year, we host Maadaadizi feasts at our three institutions in Thunder Bay to check in with our students. It is also important to the Committee to instill in students the importance of education while maintaining language and culture.

*Aboriginal Youth and Recognition Awards (AYARA):* AYARA was established in 2004 with community partners and generous sponsorship from various organizations and companies. Matawa Post Secondary continues to be a member on this committee to represent the Matawa Communities. Matawa First Nations Management is a sponsor for this event, as well the Education Department and MLC purchase tables annually to celebrate the student achievements.

AYARA believes that recognizing a person for their achievements is a great way to build self-esteem and showcase role models while helping our youth realize their goals are attainable. The awards are based on efforts made by youth and not necessarily always on accomplishments. AYARA recognizes a wide variety of achievements in areas of academic, artistic, athletic, community leadership, personal achievements and culture.

The 2017 AYARA Banquet was held in Thunder Bay on May 3rd, 2017. We are pleased to say that thirteen (13) students from our Matawa Communities were recognized for their achievements.



## HIGHLIGHTS AND SUCCESSES:

The MPS staff have been actively involved in many committees to represent our students one of the major highlight is receiving notification that the Maadaadizi Post Secondary Student Orientation will receive funding from NIB Trust Fund to assist with hosting the upcoming Maadaadizi 2017 event. The Maadaadizi Committee submitted a proposal and received notification on April 21, 2017 for the approval of \$30,000.00. The funding will assist with hosting student gatherings and feasts at each local post secondary institute to ensure students are receiving support and are aware of resources.

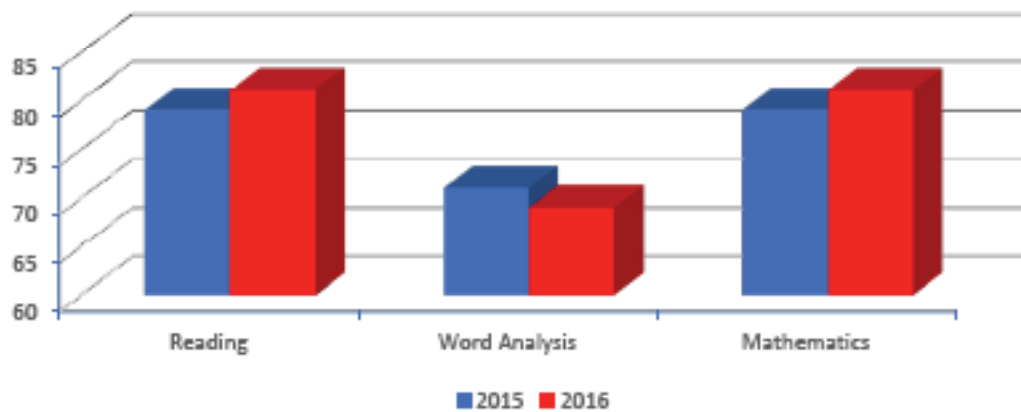
The Matawa Education Department received an email from the Bowmanville Rotary Club announcing that they are contributing \$11,000.00 this year towards the Matawa Education-Rotary Awards for this year and will continue to support our awards program.

Participation at the annual Matawa Education Conference grew from over 280 participants to almost 500 participants. Feedback on the conference was overwhelmingly positive. The conference addressed many of the areas of interest to participants as gathered from past conference feedback and conversations held with school staff during community visits, meetings, phone calls and e-mails

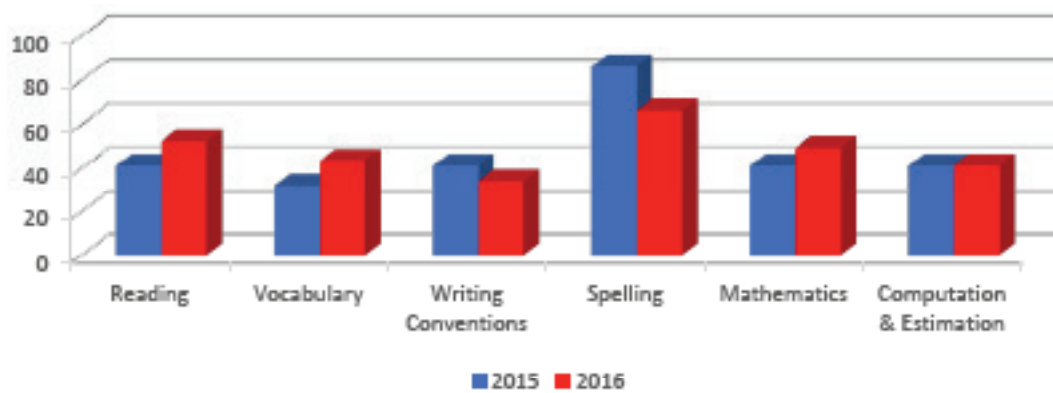
Results from standardized tests (Canadian Achievement Tests, 4th Edition – CAT-4) show the percentage of Kindergarten students achieving at or above the national average in reading and mathematics; Gr. 7 students achieving at or above the national average in the areas of reading, vocabulary, and mathematics; and Gr. 8 students achieving at or above the national average in the areas of vocabulary, writing conventions, spelling, and mathematics have increased from 2015 to 2016. Each school will have their individual results for a direct comparison.



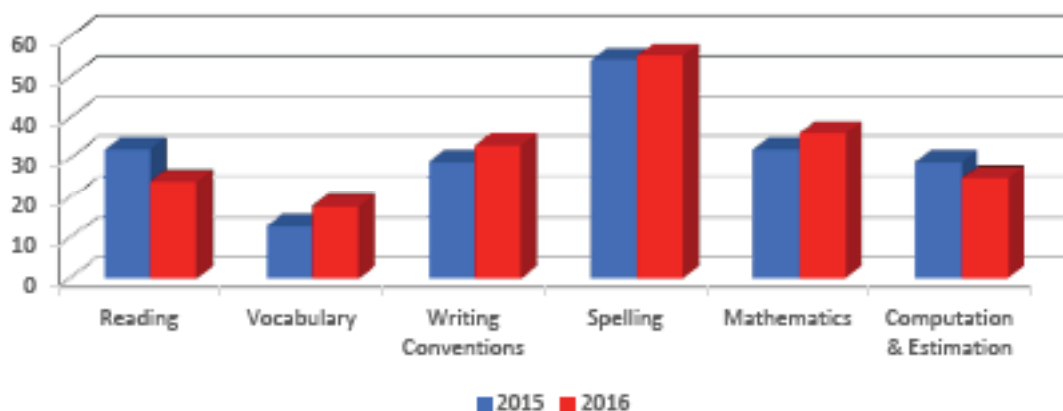
Percentage of Matawa Kindergarten Students Achieving the National Average or Above 2015-2016



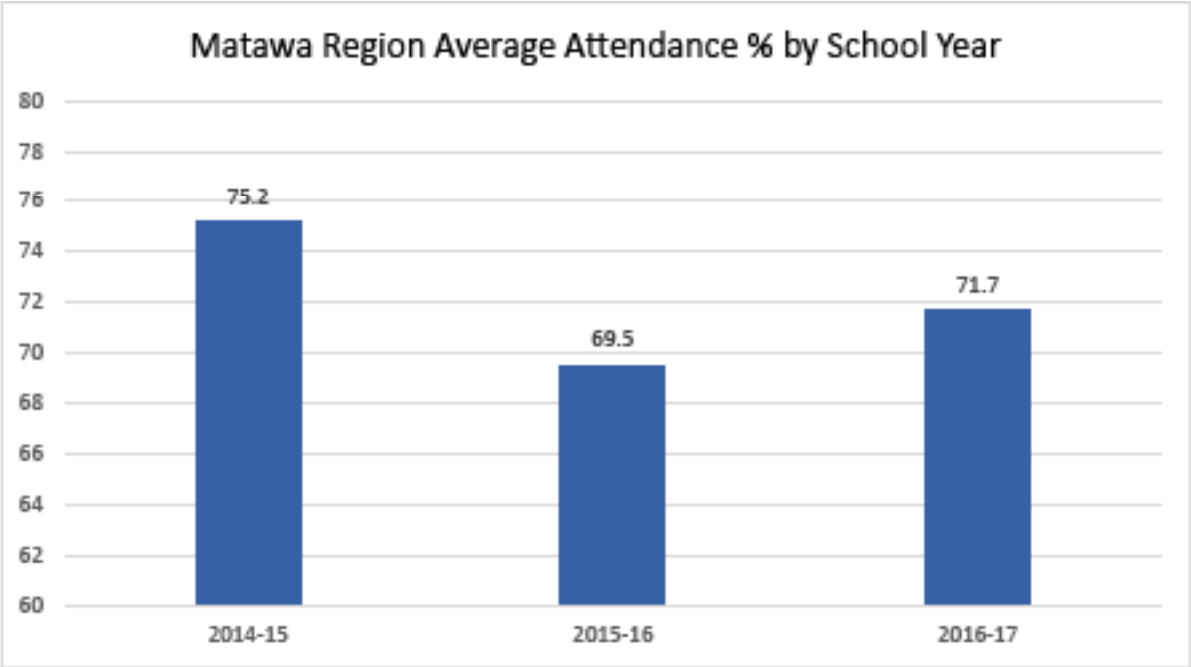
Percentage of Matawa Grade 7 Students Achieving the National Average or Above 2015-2016



Percentage of Matawa Grade 8 Students Achieving the National Average or Above 2015-2016



*Matawa School Attendance:* Comparing the average attendance percentages of all JK – Gr. 8 classes in Matawa schools from the 2015-16 and 2016-17 school year shows an increase from 69.5% to 71.7%. The 2014-15 school year data is for 7 of 8 schools.



Several of the new positions funded for 2016-17 were filled and supporting work in these areas has been underway. The work being undertaken incorporates the Matawa Regional Strategic Plan and includes addressing mental health, school success, and parent and student engagement needs in the schools.

This past school year, the Matawa Learning Centre had the highest retention rate and credit counts since we have opened. MLC also developed and delivered our first land based cultural credit in an extensive partnership with Lakehead University.

**CHALLENGES:**

The number one challenge yearly in Post Secondary is the lack of funding available for all students. Many students are facing financial difficulties while attending school especially if they have children. Although we encourage and assist students with applying for grants and bursaries a few don't apply and /or they may not receive enough funding for the school year.

The PASS Program experienced a near complete turnover in staff following the end of the 2015-16 school year (June 2016), due to uncertainty of funding. Some positions were restructured and new positions were created to better support the community schools.

Due to the staff turnover, ensuring continuity in services and support has been a challenge. Additionally, staffing these positions with qualified and appropriate candidates has proven difficult.



# Education

Funding for Early Learning Specialist and program was provided until June 2016. This resulted in the delay of implementing the Regional Early Learning Framework. With the restructuring, the Primary Lead position will work toward its implementation. Funding to execute the comprehensive regional 2-year IT plan has been limited.

Several projects took time to find appropriate consultants despite posting on several sites including a national listing service.

Results from standardized tests show decreases in the percentage of Matawa students achieving at or above the national average in literacy and numeracy from 2015 to 2016. Each school will have their own test results for a more direct comparison.

The Seven Youth Inquest recommendations required a lot of time from MLC staff to attend various meetings and complete paper work associated with the reporting process. The provincial and federal government has been slow to respond to the recommendations with adequate funding and policy changes.

## OPPORTUNITIES:

For post secondary, the Provincial Budget 2016 indicated that Ontario's student aid transformation will make average tuition free for students with financial need from families with incomes of \$50,000 or lower. This prompted significant interest from leadership in Ontario and resulted in a mandate for the First Nations Education Coordination Unit to work with the Ministry of Advanced Education and Skills Development to ensure policy change and implementation around free tuition is easily accessible by First

Nation students, communities and organizations administering the federal Postsecondary Student Support Program (*taken from Chiefs of Ontario meeting*).

Reviews were conducted into Early Learning in the Matawa schools, indigenous language and culture use in the curriculum, and the "cost of education". The reports from these projects will be used in planning and help to guide future support and services.

Efforts are ongoing in supporting schools in developing mental health and wellness awareness along with improving parent-student engagement.

With the Matawa Learning Centre, the partnerships developed this past year for land based programming, mental health and primary care services, as well as curriculum modifications reflective of student needs will lead to a full- service delivery model for our





# Quality Assurance



## STAFF:

Shelly Boudreau, Quality Assurance Coordinator

## OVERVIEW:

The goal of the Quality Assurance Department is to provide quality services to our Matawa communities and their members. We endeavor to find ways to determine the needs and expectations of our Matawa communities and continue to improve upon the services we provide to them.

The Quality Assurance Department promotes efficiency in the organization and tries to ensure that Matawa's operations are consistent.

ISO 9001 is the international standard that Matawa uses to ensure that our Quality Management System is in place and effective. Conformance to ISO 9001 is said to guarantee that an organization delivers quality products and services. A Quality Management System is also said to increase customer confidence, the organization's credibility and to improve work processes.

## QA REPRESENTATIVES COMMITTEE:

The Quality Assurance Department has a QA Representatives Committee which is made up of a representative from each of the Matawa departments (and alternate in some departments)

## ACCOMPLISHMENTS:

- Internal Audits of each department were completed throughout the summer of 2016 and our Surveillance Audit took place in November 2016. There were no areas of concern reported by the Auditor.

- A new Matawa Quality Assurance Manual has been created to reflect compliance with ISO 9001:2015. Matawa is currently registered under ISO 9001:2008 and must transition to the new standard by September 2018.
- Training of new employees in the basics of ISO & Quality Assurance has been successful this past year. In addition, many training sessions have been offered in other areas such as purchasing, internal auditing, logbook maintenance, data collection & analysis, creating work instructions, etc.
- Participation in Matawa's Quality Management System is very good. Quality Assurance Representatives from each department are very helpful in ensuring that Matawa is complying with all areas of the ISO requirements. They are instrumental in promoting consistency and continual improvement throughout the organization.

## CHALLENGES:

Transitioning to ISO 9001:2015 is something that the Quality Assurance Coordinator has been working toward for quite some time. Using Matawa's new Quality Assurance Manual that has been updated to include all of the requirements of ISO 9001:2015, the Quality Assurance Coordinator must now put processes in place to ensure compliance and ultimately maintain its ISO Registration.

## OPPORTUNITIES:

- Matawa employees are becoming more familiar with their responsibilities within a Quality Management System. This will ensure that Matawa is able to provide consistent quality services.
- Looking into new initiatives in order to assist employees to become more efficient, content and safe in the workplace.





# Technical Advisory Services

## STAFF:

Lindsey Jupp – Environmental Technician  
Aaron Wesley – Operations and Maintenance Technician  
Saverio Rizzo – Housing Inspector/Coordinator  
Kaitlyn Mauracher – Infrastructure Specialist/Project Manager  
Morris Douglas – Fire Marshall  
Monica Budiselic – Fire Marshall  
Wesley Bova, P.Eng. – Advisory Engineer/Manager

## OVERVIEW:

Matawa Technical Services assist member communities in the development and maintenance of community infrastructure. This includes assisting the 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

We were also successful in lobbying for an infrastructure specialist to assist with the pilot projects.

## KEY PRIORITY AREA:

INAC's focus for capital expenditures is currently on long term drinking water advisories. Consequently, we have four projects with respect to water treatment plants in process.

INAC also has selected, and we have three housing pilot projects, underway in Marten Falls, Neskantaga and Webequie.

We have been also assisting Constance Lake in discussions with INAC over O&M funding of water and waste water facilities.

## ACCOMPLISHMENTS:

Participated in project team for Neskantaga which completed the design of the water treatment plant upgrades. Construction will start this summer.

Participated on project team for Marten Falls. The design consultant has initiated the engineering design.

We will be retaining the PPM for and start the design of Eabametoong's water treatment plant upgrades this summer.

We will be retaining a consultant to complete the Water Treatability Study for Nibinamik First Nation. This project will also start this summer.

Aaron Wesley's Hub proposal has been approved and will be funded \$625,000 in fiscal 17/18 and another \$625,000 in 18/19. This will provide much needed support for our water treatment plant operators.

## CHALLENGES:

Capital funding possibilities beyond INAC's focus seems to be few and far between.

## OPPORTUNITIES:

Continued advancement on potable water projects.



Andrew Yesno, Manager

## OVERVIEW:

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.

### KEY PRIORITY AREA:

To enhance member First Nations' management, administration and quality of life by delivering governance, management and financial advisory services.

## ACCOMPLISHMENTS:

- Successful in acquiring funding through the Strategic Partnership Initiative through March 2018. These funds will support travel, and provide funds to conduct a comprehensive financial needs assessment in 6 Matawa FN communities beginning in the fall of 2017.
- Testified at the INAC Parliamentary Standing Committee on the departments default prevention and management policy on behalf of MFNM (co-management/third party policy)
- Participated in pilot-project financial working groups with the communities of Neskantaga, Marten Falls and Webequie First Nations
- Attended the Indigenous Governance and Public Administration pilot-courses with Confederation College



## CHALLENGES:

Lack of stable funding, unable to provide adequate outreach to member communities in the territory.

Travel costs continue to rise to remote communities, less travel options available.

## OPPORTUNITIES:

Conduct a comprehensive Financial Capacity review for member communities (fall 2017)

Acquire additional program funding through SPI beyond March 2018 to carry on pilot project support work

Complete capacity development coursework through the Aboriginal Finance Officers Association of Canada





# Four Rivers Environmental Services Group

## STAFF:

Sarah Cockerton, Manager of Environmental Programs  
Dawn Desmoulin, Environmental Initiatives Coordinator  
Kimberly Jorgenson, Environmental Assessments and Project Officer  
Laura Prior, Environmental Coordination Officer  
Hayley King, Geomatics Intern  
Jennifer Duncan, Geomatics Technician  
Charlene Wagenaar, Geomatics Technician  
Gordon Parker, Environmental Projects & Training Officer  
Larissa Mikkelson, Environmental Assessments Officer  
Peter Moses, Mineral Information & Support Officer  
Kevin Wabasse, Office Administrator

## OVERVIEW:

Four Rivers was formed in 2011 as the Matawa Environment Service Group; established to assist the Matawa member First Nations with building capacity to actively manage land and water resources within their traditional territories. Four Rivers has a team of environmental and technical staff who provide information and education about mining, as well as training certification, and support services to Matawa member First Nations.

As part of its ongoing capacity building activities, Four Rivers coordinates three key support programs which aim to support lands and resource initiatives at the community level. The Four Rivers Mineral Development Communication program aims to raise awareness at the community level on mineral development, plans and permitting, and support facilitation and commination processes to participate in mineral development approval processes including Environmental Assessments. As part of the Four Rivers Mapping Support Program, Four Rivers facilitates First Nations values collection through GIS/GPS services and ongoing training and mentoring supports at the community level. It also provides a much in demand map-making service for member First Nations and MFNM departments.

Activities associated with the Four Rivers Environmental Monitoring Program include the advancement of First Nation protocols for environmental monitoring procedures, and the development and delivery of ongoing training and mentoring program. As part of this work, Four Rivers provides on-going support services to our trained certified Environmental Monitors of the BEAHR program.



Key Priority Area #1: The establishment of Four Rivers Inc. a wholly owned subsidiary of Matawa First Nations Management as a method of seeking new sources of funds to provide long-term sustainable programming.

### Wholly Owned Subsidiary

#### ACCOMPLISHMENTS

Four Rivers Inc. has been successful at securing work outside of traditional government sources of funding and is advancing new contracts ongoing. These new operations mechanisms have allowed for new types of work undertaken for Matawa member communities as well as many exciting new projects.

#### CHALLENGES

As always, funding to support unfunded programs and time constraints are the main issues facing Four Rivers Group. Our goal is to utilize the new corporate entity to pursue external funding sources in order to maintain our current level of capacity.

The business setup and implementation of new operations systems to increase efficiency has been challenging as expected. Four Rivers Group is transitioning to a project based work model as opposed to program based. As a result, new systems of forecasting workflow and staff utilization for Four Rivers Group projects will need to be developed to ensure we can set reasonable expectations for clients while maintaining our customary high level of service within existing resources.

The success of Four Rivers Inc is dependent on its ability to operate as a separate subsidiary while utilizing available resources. This arrangement requires a high degree of administrative oversight and has necessitated a significant and ongoing restructuring within the Four Rivers Group.

#### OPPORTUNITIES

There are a number of opportunities for Four Rivers from within Matawa member First Nations as well as externally. There are a number of proposals we are currently working on with communities. We plan to continue to reach out to our communities to assist in seeking out funds and supporting community lead projects.

There is significant interest in Four Rivers Inc., from external First Nations and third parties who have previously been unable to access these award-winning services. These opportunities have the potential to bring in external funds that could be used to maintain our current capacity level. However, Four Rivers Inc. must carefully evaluate which opportunities to pursue to ensure they are mutually beneficial, we are able to meet expectations as a company, and that any partnerships, formal or informal, align with Four Rivers values going forward. Groups who have reached out to us recently include but not limited to: Nokiiwin, Waubetek, WSP, Dillion Consulting, North Rock Environmental, Blue Heron and Stratos.

### First Aid Instruction

#### ACCOMPLISHMENTS

As part of transitioning towards out eventual cost-recovery model, Four Rivers has begun advertising and conducting Red Cross First Aid Training. A common job requirement, First Aid Training is a key certification that Four Rivers can now directly provide to community members, through a training program that is tailored and responsive to individual needs. Furthermore, providing this training to groups outside of the Matawa framework will provide a revenue stream that will allow us to provide the training to Matawa Communities at a reduced cost.

#### CHALLENGES

Currently, the cost for covering Matawa travel rates can make the cost of providing the course to communities, in community, expensive. We hope to address this by providing more courses out of Thunder Bay to help cover costs.

## PDAC Conference 2017

### ACCOMPLISHMENTS

Four Rivers shared the Matawa booth at the annual Prospectors and Developers Conference (PDAC) in Toronto, Ontario. Four Rivers showcased the services we provide and the work we do with our member communities. A number of NGOs and Industry representatives were curious and supportive of the Four Rivers Inc. setup in progress.

### CHALLENGES

The state of transition between Four Rivers Matawa and Four Rivers Inc. made it difficult to fully capitalize on opportunities presented by potential clients.

### OPPORTUNITIES

Attending the conference gave us the opportunity to network with other industry professionals and showcase the type of work we do and our department's abilities. It further allowed us to grow our network of potential clients once the shift to Four Rivers Inc. is fully realized.

## Key Priority Area #2: Continuing community outreach

### Land Based Healing and Education – Youth on the Land (YOLO)

### ACCOMPLISHMENTS

Met with Health and Social Teams and in some cases Lands and Resource Departments in each community to introduce the YOLO Initiative and provide support through information gathering to develop community based and community driven programming for community events. Draft Community proposals have been developed with each community based on need and community Event. Planning meetings/events included:

- Aroland First Nation (3), Events (1)
- Constance Lake First Nation (2), Events (1)
- Eabametoong First Nation (2), Event (1)
- Ginoogaming First Nation (2), Event (1)
- Long Lake #58 First Nation (2), Event (1)
- Marten Falls First Nation (2)
- Neskantaga First Nation (2)
- Nibinamik First Nation (2), Event (1)
- Webequie First Nation (1)

18 community visits for strategic planning meetings and 7 visits for event attendance and support with land based activity facilitation. Over the course of 9 months, Four Rivers has interacted with over 1866 individuals through youth events, 1466 of which are Matawa First Nation community members and the other 400 were attendees at the Science North Gathering at Lakehead University.

### CHALLENGES

Communications for cross-department sharing and planning, not all communities have a planning meeting at the years end for all departments to come together and event plan for the year.

### OPPORTUNITIES

- Community events to be facilitated collaboratively with Four Rivers through the YOLO initiative with finalized individual work plans
- Support with land-based activity facilitation at 2-3 annual events in the current year for each Matawa member First Nation community
- Opportunity to bring together departments for annual planning





# Four Rivers Environmental Services Group

## Youth Science Programming in First Nation(s)

### ACCOMPLISHMENTS

Four Rivers staff travelled to Nibinamik First Nation to provide youth science programming during the annual youth retreat. Programming included; benthic collection (observation and discussion), environmental colouring/activity booklet, values collection mapping exercise and owl pellet dissection.

### OPPORTUNITIES

- This event gave participating Four Rivers staff the opportunity to get to know the community members of Nibinamik better. It continues to provide an excellent venue to engage the community about community concerns.

## Mineral Development Support and Outreach Activities

### ACCOMPLISHMENTS

The Four Rivers Mineral Development Communications and Support program aims to raise awareness at the community level on mineral exploration and development, plans and permitting processes, and the Ontario Mining Act. The program goals are to support facilitation, communication and education for the Matawa member First Nations communities to participate in mineral development and approval processes, through capacity building with training and information workshops.

- On May 2, the Mineral Development Information Support Officer (MDISO) took on role of coordination and chair of the Matawa Minerals Technical Committee (MMTC)

- On Sept 27-29 the MDISO and Four Rivers team coordinated a mining development tour in Fort Frances for the MMTC and Community Communication Liaison Officers (CCLOs). The New Gold Inc. gold project tour included a meeting with 5 First Nations in the area to share their experiences with mining company.
- In Nov, MDISO resolved with MNM in that the MDISO being included in the circulation list of plans and permits within the Matawa area.

### CHALLENGES

We have noted challenges obtaining information relating to Plans and Permits. This information has not been forthcoming and has resulted in difficulty for the MDISO to provide adequate information and advice to communities. We have been working with government representatives to address this gap in communication and resume our habitually high level of services to our communities.



### Key Priority Area #3: Research projects and community-based work

#### Matawa Winter Roads to Higher Ground Project funded by the Building Canada Fund

##### ACCOMPLISHMENTS:

To date, a work plans for each community have been developed in collaboration with the Ring of Fire Secretariat to maximize the benefits of the funding and minimize duplication of efforts.

The projects funds have supported community consultation and project description for the Marten Falls All-Season Road Project; completion of a permit application for a small realignment of the Webequie Winter Road and draft project descriptions to support permit application for Nibinamik First Nation and Eabametoong First Nation.

##### CHALLENGES:

The Ministry of Natural Resource and Forestry permit application process is complex. Furthermore, with the discussion of potential development of all-season roads, there is a push to ensure that road construction meet application road standards particularly where water crossings occur.

##### OPPORTUNITIES

It is anticipated that work permits will be obtained for all proposed winter road realignment work and that construction will commence in the 2017-18 upon receipt of approved permits. This area of work is providing a new area of expertise for Four Rivers, and enhance the services provided to communities.

#### Community-Based Land Use Planning

##### ACCOMPLISHMENTS

Travel to all 7 Far North Matawa communities and continued to build relationships, continue work on projects, start new projects and continued geomatics support for community based land use planners in those communities.

##### CHALLENGES

Scheduling travel for several meetings per community, at various times of the year has proved a challenge. With increased communication and coordination, as well as holding some meetings in Thunder Bay, the challenge can be lessened.

##### OPPORTUNITIES

A new TPA was signed for the 2017-2018 fiscal year and Four Rivers is looking forward to continuing the work we have been doing with the communities and hope to make progress of the various projects we are working on. Collecting and compiling multiple sources of existing TEK Data from several communities is a focus for this year.

#### Event Coordination - Climate Change Workshop

##### ACCOMPLISHMENTS

Four Rivers coordinated a Climate Change Workshop in December 2016 through INAC and Health Canada Funding that allowed Four Rivers the opportunity to work with other Northern Ontario First Nation communities and to develop a working relationship with Nookiwin Tribal Council that will hopefully carry into future projects and collaborations.

##### CHALLENGES

Working with funders via teleconference to determine all of the logistical details of the workshop was difficult.







# Four Rivers Environmental Services Group

## OPPORTUNITIES

Due to the working relationship developed with Nokiwin Tribal Council, several areas of potential cooperation were noted, which could allow us to submit joint proposals for event coordination in the future. Joint proposals with other groups would allow for a broader range of work and projects available to Four Rivers, external revenue from which will support maintaining and increasing current services to community members.

### Species-at-Risk Research/Community Initiatives

## ACCOMPLISHMENTS

Two successful projects developed with and carried out by communities to build capacity and improve species data in the region, several more were applied for, and while not funded, were received well with encouragement to re-submit.

Species data concerning Lake Sturgeon near Aroland First Nation was collected last year, and more field work is scheduled for this year. This project will directly impact species at risk data in the region. The Wolverine research project, while unsuccessful at finding wolverine at this time, did provide capacity building and research experience to community members, as well as fostering an interest in studying the area further. Various TEK and ATK projects through several funding streams have continually improved the data collection in the Matawa region, and has improved or provided secure storage of data for several communities.

## CHALLENGES

The continual challenges of these projects is successful funding. While Four Rivers has expertise and equipment to carry out significant studies, funding travel, time, and resources has proven difficult in the past. As well, the current transitory nature of the Four Rivers

Team (from Not-for-profit to Cost-recovery) affects our ability to apply for certain funds. Managing this transition will be key to successful continuation of these initiatives. Scheduling travel and project time with community members has also been a challenge, as often the community members most interested in conducting these studies are busy in other areas of the community as well. With time we hope to build an interest in these studies that will promote more community members becoming involved. Finally, the current changes in weather patterns are affecting the success rate of projects, particularly those that require study over the winter months (ie: wolverine). We are currently looking into strategies to minimize the effects of climate change on community initiatives.

## OPPORTUNITIES

With the growing interest from communities in this type of regional data collection and study, we anticipate more successful projects and increased knowledge gathering and capacity building. The relationships built with community members during these projects are invaluable, and it allows us to ensure that the projects are tailored to individual community needs and interests, while facilitating their ability to pursue these studies on their own initiative. These projects have led to a growing body of work and expertise in the Species at Risk realm which is proving to be an area of note for Four Rivers. Through this work we are incorporating local traditional knowledge to improve research methodologies used nation-wide. The growing expertise of Four Rivers staff and Matawa Community members is resulting in increased project success and recognition throughout the region.





# Regional Framework

## STAFF:

Kathy Brady, Project Manager  
 Rosanna Peever, Administrative Assistant  
 Holly Pyhtila, Information Support Officer  
 Tina Gordon, Finance Support Officer

## NEGOTIATING TEAM:

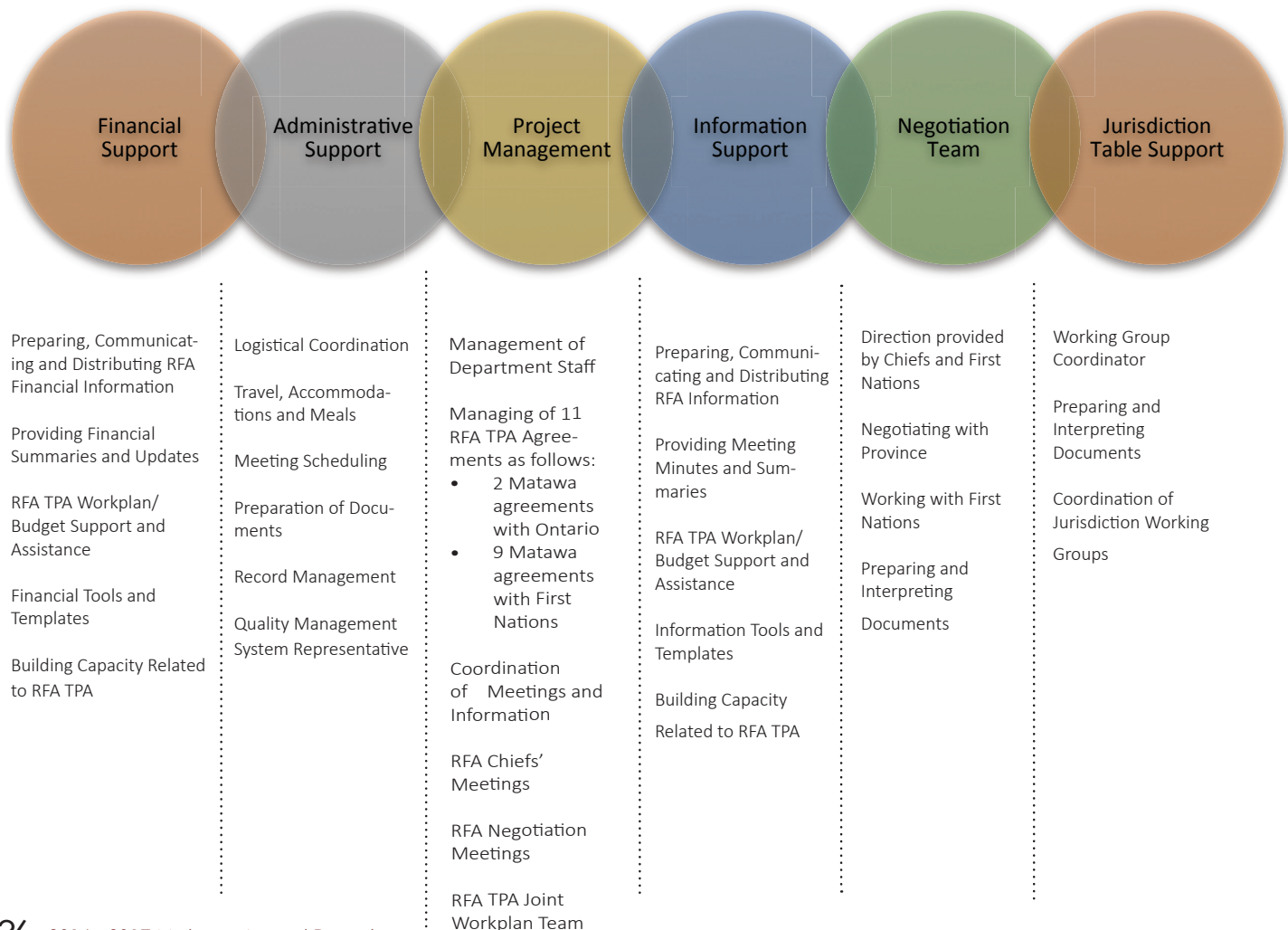
Bob Rae, Lead Negotiator  
 Bryce Edwards, Lead Negotiator Assistant  
 Kaitlyn Ritchie, Lead Negotiator Assistant

## JURISDICTION TABLE STAFF:

Alanna McKenzie, Jurisdiction Table Coordinator

## OVERVIEW:

Regional Framework Department provides support and assistance to the Matawa Chiefs, Matawa Member Communities, Negotiation Team, Community Representatives and Advisors throughout the Regional Framework Agreement processes. The Regional Framework Department's mandate is to provide support and assistance to our communities in the following areas:



## DEPARTMENT COMMITTEES:

### MATAWA CHIEFS COUNCIL:

- 9 Matawa Member Chiefs
- The Matawa Chiefs provide the direction and decisions into the Regional Framework and related processes

### COMMUNITY RFA TEAMS:

- RFA/ROF Coordinators
- RFA/ROF Support Staff

### RFA TPA JOINT WORKPLAN TEAM: *Regional Framework Transfer Payment Agreement (RF TPA)*

- 2 persons per First Nation
- 2 Ministry of Northern Development and Mines (MNDM), ROF Secretariat Staff
- Mission Statement: The Team will collaborate and be proactive in improving and streamlining the workplan reporting process
- Purpose: The Team will work together in this joint process to maximize efficiency of the administration of the RFA

### JURISDICTION WORKING GROUPS: FORMALLY CHIEFS SUB-COMMITTEE (JWG)

#### a) Matawa Jurisdiction Working Group (MJWG)

- Team of 9
- The Matawa First Nations Chief and Council will appoint one community band member to the MJWG
- Purpose: Will provide support in the areas as approved in the Jurisdiction Table Resolution #01 15/12/2016 and further outlined in the "First Nations Objectives and Positions" paper.

#### b) Jurisdiction Working Group (JWG)

- Group of 4
- The Matawa First Nations Chiefs and Council have appointed 4 working group members to work with Provincial member on behalf of the group of 9

#### c) Joint Jurisdiction Working Group (JJWG)

- Group of 8 (4x4)
- 4 members from MJWG
- 4 members from Province as follows: MNDM Deputy Minister & MNDM Assistant Deputy Minister and MIRR Deputy Minister & MIRR Assistant Deputy Minister

## KEY PRIORITY AREAS:

The key priority areas for the Regional Framework Department are to support and assist the 9 Matawa First Nations throughout the RFA Negotiations and related processes including:

1. First Nation RFA Teams
2. RFA Negotiations Team
3. Meetings and Logistics
4. Jurisdiction Working Groups
5. Communications and Documentation
6. Capacity Building
7. Information Support
8. Financial Support
9. TPA Workplans/Budgets/Reports
10. Funding Processes Improvements

## ACCOMPLISHMENTS:

### Indigenous Governance and Public Administration

Successfully completed 2-credit course in this course at Confederation College.

### Community Support

The Regional Framework department works to support and assist our communities regarding the Regional Framework agreement and related processes.

- Increased capacity being built
- Increased utilization of RF department staff
- Improved reporting from communities
- Improved understanding of the Regional Framework agreements
- Improved communication

### RFA TPA Joint Workplan Team Meetings

Completed 4 RFA TPA Joint Workplan Team Meetings

- 2 representatives per First Nation funded to attend quarterly meetings
- Communities utilized the opportunity to voice their concerns, questions and share ideas with the Province and provide recommendations on how to improve reports and funding processes.

Regional Framework support staff agreement signed and renewed for 2017/2018.

- Information Support Officer
- Finance Support Officer

Matawa First Nations met the target of completing 2017/2018 workplans and budgets in March 2017. Required documents were submitted to MNM on time to ensure our early funding release is met. This marks the first year all 9 communities submitted prior to fiscal year end.

### Negotiations

- Discussions with Ontario continue in 4 priority pillar areas: Environmental Assessment (EA); Socio-Economics; Community Benefits Fund (CBF); Infrastructure; Resource Revenue Sharing
- As RFA discussions progress, our communities continued to repeat the priority need to address jurisdictional issues such as decision making and governance with regards to land management of our lands and resources.
- 3 Meetings with the Premier of Ontario

### Jurisdiction Table

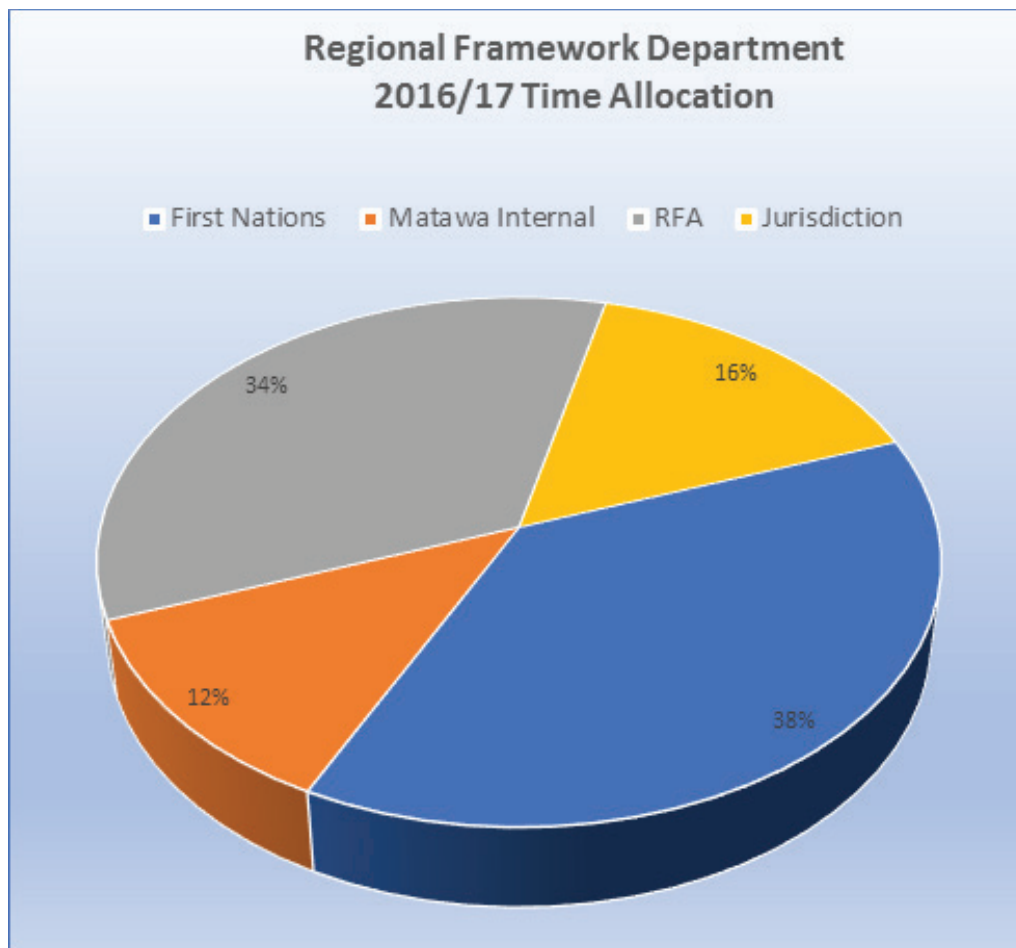
- Matawa member Chiefs highlight the importance of Jurisdiction to the Premier and request for a jurisdiction table be created.
- The Premier of Ontario agrees to a joint jurisdiction table between the Matawa member communities and the Province of Ontario.
- Funding is solidified for the Jurisdiction Working Groups.
- Jurisdiction Table Coordinator is hired.
- Workplan and budget completed.
- Statement of Shared Commitments drafted
- The working group structure has been productive and continues to make progress.







# Regional Framework



The Regional Framework Department contributes the majority of their time dedicated to coordinating meetings, logistics and supporting the Matawa member communities as directed by the Matawa Chiefs. The above chart provides a summary of our department's time allocation.

## Regional Framework Department Time Allocations:

1. First Nation community members meetings - 116
2. Regional Framework related meetings (internal departments) - 37
3. Regional Framework related meetings (internal First Nations) - 105
4. Jurisdiction Table related meetings - 48

*Note: The statistics are based on a minimum 1 hour meeting to a full day.*

## CHALLENGES:

### Funding:

- MNMD internal processes are time consuming and result in funding delays.
- MNMD TPA delays of funding release slows progress within the First Nations which results in the inability to participate in the process.
- Reporting is received late and/or incomplete and delays the release of RFA funds.
- Funding allocations are not satisfying all of our First Nations' requirements

### Communications:

- Regional Framework communication on pillar areas both internally and regionally.
- RFA community team members understanding roles and responsibilities within communities.
- Remote locations with unreliable communication equipment (internet, phone, radio, satellite)
- Lack of Regional Framework working groups.

### Jurisdiction:

- How Jurisdiction and the Regional Framework move forward together.
- Outlining and agreeing with the Province on Jurisdiction matters.

### Capacity Building:

- Takes time to absorb, understand and gather data and information when dealing with a large project of this scale
- Funding to provide more training workshops.

### First Nations' Crises:

- Our First Nations are dealing with unprecedented crises that have a direct impact on their ability to work while dealing with trauma.
- Cancellation and delays of flights and winter roads make it difficult for First Nations to travel and attend scheduled meetings and costs increase.

## OPPORTUNITIES:

### Meetings:

- Creation of Regional Framework working groups.
- Continue to coordinate meetings for the Regional Framework and Jurisdiction processes.
- Continue to support and assist our communities as they make progress with negotiations and jurisdictional priorities.

### Funding:

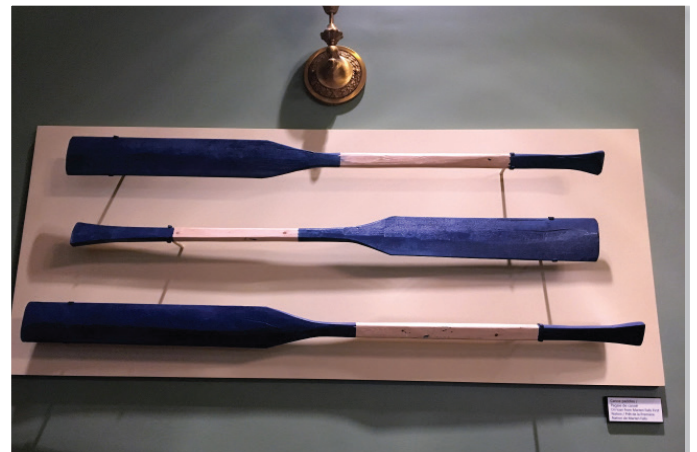
- Improving Funding Release Times - April 01, 2018
- Secure Multi-Year Funding

### Communications:

- Working closely with the First Nations and assisting with communication structures both internally and externally.
- Intranet capabilities: Currently we are trying to solidify funding to improve our intranet which will benefit our communities by providing a secure online resource for access to information

### Capacity Building:

- RFD Community Visits
- Create and assist with tools and templates
- One on one meetings
- Workshops and professional development.





# Membership

## STAFF:

Barb Rabbit, Membership Indian Registration Administrator (IRA)

## OVERVIEW:

Matawa Membership program provides membership services in areas of status card issuance (laminated Certificate of Indian Status), any changings occurring in the life of an individual registered as a status Indian such as reporting birth, marriage, divorce and death events. Other reports include miscellaneous amendments to amend, add and update information from an individual's existing Registry page. Matawa administers these services for the following First Nation communities:

- Aroland First Nation
- Eabametoong First Nation
- Marten Falls First Nation
- Neskantaga First Nation
- Nibinamik First Nation
- Webequie First Nation

The mandate for the Membership Service is to provide an accurate and updated Indian Registry. The Membership Indian Registration Administrator manages internal and external 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.



## ACCOMPLISHMENTS:

### Community Visits

Matawa Membership Services had previously provided annual community visits to the six First Nations communities.

### Collaboration with First Nation's Reps for Indian Registration Awareness

Matawa Membership Services along with FN Liaisons or Reps have been working on promoting and bringing awareness with FN's programs in both the Birth and Indian registration process. The HBHC program is an essential venue as the program is geared toward expectant mothers and caregivers that have children under six years old.



*"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 person as Indians, identifies who is entitled to be registered and who is not, sets the requirements of Band Lists (membership) and makes provisions of protests of decisions concerning registration and membership and for appeals."*

- INAC Indian Registration Administrator Manual



## CHALLENGES:

### Laminated Certificate of Indian Status to New Secure Certificate of Indian Status

The new transition in applying for a secure Certificate of Indian Status card is slowly moving ahead. The new roll out of the secure Certificate status card is now here and applications are available at any regional INAC office across Canada. Note: Once an individual has applied for the new secure status card, the individual cannot revert back to a laminate CIS card. As more individuals are applying for the new secure card, some don't have sufficient IDs and documentation to meet requirements. As Membership Clerks/IRAs, we don't have the update training and we refer any matters to INAC directly. Currently, Membership is working on promoting identification awareness using Matawa Messenger, developing brochures, pamphlets, etc.

### Birth Registration

Registering a child is an important event. There are still issues arising in delayed birth registration of a child. When a delay in registering a child occurs the process becomes more complex. The parent(s) have to pay an additional processing fee along with the cost of birth certificate and/or Live Birth documents. Once the registration is processed, parents will require certain validation requirements such as a copy of the mother's birth certificate which will need to be commissioned.

### Identification Issues

The secure Certificate of Indian status requires valid government IDs and may require documentation in obtaining the new status card. Many people don't have proper identifications and may not be aware of what is required to get proper IDs. Many individuals are unable to get IDs due to lack of funds or other circumstances. Matawa Membership Services is working on developing identification awareness by various media including newsletters, etc. Matawa is currently working on a committee through Kinna-aweya Legal Clinic and other organizations to address these identification issues.

## OPPORTUNITIES:

### Birth Registration Venue

There are now programs for new mothers/care-givers to access programs with their communities such as Healthy Baby/Healthy Children program, Ontario Works, Service Ontario outreach visits to the community.

### Feedback Survey

The Membership department will be conducting client surveys with each community visit to gather feedback. This information will be compiled and used for further analysis to better the service.

### Secure Certificate of Indian Status Training (SCIS)

Indian and Northern Affairs Canada (INAC) will notify of upcoming training for September 2017.







# Economic Development

## STAFF:

Jason Rasevych, Economic Development Advisor  
Jonathan Neegan, Project Coordinator, Energy Development  
Suzanne John George, Project Assistant  
Brent Edwards, Business Support Officer  
Brook Mainville, Business Support Officer



## OVERVIEW:

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 provides project incubation, project management, business management, general management for many regional initiatives across different sectors including mining, forestry, tourism and energy. The department also works with our First Nations' community development corporations to build capacity and develop projects and business opportunities to become self-sufficient.

## COMMITTEES:

See page 45 for a listing of the various Committees the Matawa Economic Development works with:

- Matawa Economic Development Committee
- Broadband Working Group
- Matawa Energy Planning Committee



## ACCOMPLISHMENTS:

### Telecommunications:

#### Broadband Infrastructure Development Plan

- Developed \$68 million proposal to the Federal Connect to Innovate Fund
- Secured \$2.1 million for the design and engineering phase of the project
- Established the Rapid Lynx Telecommunications company that will own and operate the fibre optic network
- Developed an MOU with Tbaytel for an arrangement to build capacity to operate the network over the first few years

#### Cell Towers

- Assisted with the expansion of 3G Cellular towers for the 5 remote First Nations that are serviced by K-NET

### Business Support Program

- Developed a proposal to the Ontario Trillium Fund and secured over \$1.2 million over 3 years to help our First Nations educate members about entrepreneurship and to provide wrap around business support
- Identified project partners Rise Asset and CESO that will assist with project roll out and implementation
- Through Rise Asset, developed a \$560,000 small business loan fund

### Ogoke Forest Initiatives

- With the Agoke Development Corporation secured a forest resource license to harvest wood (first time)
- Successfully secured the provincial road funding for any road maintenance or upgrading to access harvest blocks
- Won a bid to complete annual report and annual work schedule for the Ogoki Forest in collaboration with partners
- Won a bid to develop the next 10-year Forest Management Plan for the Ogoki Forest
- Developed a business plan for an interim forest management arrangement

### Native Camp Operators Alliance

Working with Native camp operators from Chipai, Wapikopa, Kanuchuan, Winisk, Ozishki, Fishbasket. The department provided business management support which increased revenues, better lower cost operations and higher profit margins. This allowed our camp operators to make investments into camp repairs to maintain marketability.

### Renewable Energy Assessment Project

- Established the Matawa Energy Planning Committee to develop energy projects and strategies
- Secured funding to complete a renewable energy assessment in each First Nation
- Developing capacity through workshops and material development to better understand the energy sector in Ontario

### First Peoples Worldwide – Shareholder Advocacy Leadership Training

- Completed the final year as a SALT Center for Canada to deliver workshops related to shareholder advocacy and leadership reaching over 200 attendees.

### CHALLENGES:

1. Poor support from Federal Government Agencies that promote themselves as leads in First Nation Economic Development.
2. 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.
3. Top down driven government process for forest tenure modernization for enhanced sustainable forest licenses which leads to poor support for community consultation and decision making.
4. 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.
5. 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.
6. Lack of access to capital or investment into ownership and sectoral development related to regional economic development.





# Economic Development



## OPPORTUNITIES:

1. Matawa Business Development Centre – opportunity to develop a marketplace / hub for business incubation for our First Nations corporations and individual entrepreneurs.
2. Tourism Strategy Development – opportunity to complete the tourism strategic plan and identify investment opportunities.
3. Energy Independence through Micro-grids – opportunity for our First Nation to explore renewable energy options to reduce diesel usage and to move towards energy sustainability.
4. Investment / Financial company – opportunity to set up a First Nations investment firm that could source capital for major projects.
5. Regional Economic Development Strategy – opportunity to work together on an action plan for economic development into mining, forestry, tourism, energy and other retail business opportunities

## MATAWA ECONOMIC DEVELOPMENT COMMITTEE:

Economic Development Committee – the EC DEV Committee was established to provide strategic recommendations to the Chiefs Council and to build capacity together and develop local and regional economic development strategies for the 9 First Nations.

Representation: Mark Bell (Aroland), Lorraine Wesley (Constance Lake), Lewis Nate (Eabametoong), Peter Rasevych (Ginoogaming), Darcy Waboosé (Long Lake #58), Delia Okees (Marten Falls), Edward Moonias (Neskantaga), Byron Wapoos (Nibinamik), Glen Wabasse (Webequie)

\*These representatives also sit on the Matawa Energy Planning Committee which interacts with the IESO, Ministry of Energy to seek funding for renewable energy projects and discusses planning initiatives like transmission line development. Other members of the Energy Planning Committee includes: Wayne Neegan (Constance Lake), Joseph Waswa (Eabametoong), Lias Yellowhead (Nibinamik)

## BROADBAND WORKING GROUP:

Broadband Working Group – established to develop a plan to connect the 5 remote First Nations to an advanced fibre optic network.

Representation: Mark Bell (Aroland), Lewis Nate, Wayne Slipperjack, Ralph Shawinimash, Ron Misewace (Eabametoong), Delia Okees, Dave Moonias, Lawrence Baxter, Corrina Baxter (Marten Falls), Edward Moonias, Dorothy Sakanee (Neskantaga), Byron Wapoos, Harvey Yellowhead (Nibinamik), Glen Wabasse, James Suganaqueb (Webequie)





# Matawa First Nations Management

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The Dignity of Difference