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***INDIAN AFFAIRS AND NORTHERN
DEVELOPMENT
ONTARIO REGION - BUSINESS PLAN
APRIL 1999 - MARCH 2000***

***BUILDING PARTNERSHIPS
FOR THE 21ST CENTURY***

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STATEMENT OF PURPOSE

This document represents Ontario Region's proposed plans for 1999-2000. In developing objectives to fulfill its mandated responsibility, the Region has been guided by Gathering Strength - An Agenda for Action with First Nations. The principles of the Leadership Network were another important reference; these plans indicate how the Region will build on DIAND's Leadership Initiative and advance internal corporate development.

The Business Plan, in turn, will guide development of more detailed sectoral performance contracts between regional directors and the Regional Director General. Sectorial performance contracts will be elaborated in goals and objectives for individual regional employees.

Building Partnerships for the 21st Century:

This year's theme is "Building Partnerships for the 21st Century". To bring about renewed partnership with First Nations in Ontario, regional staff will work to expand cooperative relationships with other levels of government, the private sector, and non-government service agencies to support the development of stronger First Nation communities and people.

Finding opportunities; linking ideas; sharing information; pooling resources; creating new partnerships with people and organizations external to the Region will be important roles for all regional staff. We believe these roles will be valued by our First Nations partners as they work towards the full exercise of their inherent right to self-government.



ONTARIO REGION A STRATEGIC OVERVIEW

The Operating Environment:

Ontario is home to some of the most sophisticated Aboriginal communities in Canada, as well as communities still working hard to provide basic programs and services to their members. This presents a varied range of opportunities and challenges for regional staff. The operating environment is also influenced by the Government of Ontario. Premier Harris has taken a lead role nationally on issues such as the social union framework. Relations between First Nations and the province have been strained over matters such as Aboriginal hunting and fishing rights, the implementation of social reform (Ontario Works), and land use planning process, e.g. Lands for Life. The outcome of the provincial election anticipated in June 1999 will affect progress on the Aboriginal agenda.

The Aboriginal population in Ontario is younger and growing more rapidly than the mainstream provincial population. These growth rates will result in sustained pressure for housing and education funding. Pressure on the capital budget remains acute, particularly in the north, where the cost of living is high and economic prospects are limited by geography, lack of infrastructure, and small populations.

Financial accountability issues continue to be at the forefront. First Nations and the department must respond to criticism from the media, members of parliament, and the public. First Nations will need to work together to develop appropriate mechanisms supportive of increased First Nation authority and self-government.

The lack of public understanding of Aboriginal rights, land claims, and self-government aspirations continues to challenge our efforts to implement Gathering Strength and renew the relationship between Aboriginal and non-Aboriginal people in Ontario. Fostering improved public understanding and support is a priority for First Nations and the department.

Ontario First Nations and the department have been partners in the exchange of information for many years. The collection of data from First Nations imposes a significant paper burden and workload for both First Nations and the department. Ontario Region is taking advantage of technology to make this work less cumbersome. As the region upgrades databases making them capable of electronic data interchange, First Nations are being encouraged to become “connected” with the department which will significantly reduce the paper burden and workloads.



Finally, regional staff are being challenged to respond to new demands, to play new roles, and to find new ways of solving problems in a period of continuing fiscal restraint and pressure on human resource levels. Delivering results and meeting corporate expectations is a burden shared by all.

PRIORITIES: GATHERING STRENGTH YEAR 2

1. Supporting Strong Communities, People and Economies:

Supporting strong communities, people and economies is about fostering and promoting adequate community infrastructure, a skilled workforce, strong and fiscally accountable governance structures and a stable business climate for First Nations.

Ontario Region will focus on sustainable economic development through expanded partnerships with the province, private sector and First Nations with an emphasis on innovative approaches to housing and infrastructure. The Economic Renewal Initiative will provide important forums to foster the growth and development of Aboriginal businesses in Ontario through strategic partnerships and independent ventures.

2. Strengthening Aboriginal Governance:

Regional staff will work with our Aboriginal partners to strengthen their ability to govern themselves in an effective, accountable manner by negotiating new government to government relationships, supporting new capacity and professional development, and supporting the delivery of programs to Aboriginal people.

Ontario Region will focus on the negotiation of working protocols and self government agreements. Implementation of the First Nations Land Management Act, now under parliamentary review, will lead to new working relationships with participating First Nations. The region will work together with First Nations to strengthen their governance capacity by supporting skill development in management and leadership, by looking at subjects such as the role of elected officials and human resource management.

3. Developing New Fiscal Relations:

We are working with our partners to develop new fiscal relationships which are more stable, accountable, and encourage greater self-reliance in support of Aboriginal governments.

Ontario Region will focus on developing stable, predictable fiscal relations with our partners.



This will include the development of an accountability framework as well as capacity development around self-assessment tools.

4. Renewing the Partnership:

We will be working with First Nations to renew partnerships through public education, and joint work on program design and implementation.

Protocols with Aboriginal organizations and independent First Nations will be developed and implemented. Together with First Nations, the Ontario Region will focus on public education by develop communication strategies to ensure that the public is fully informed about issues that affect their communities, and to build public support for self-government and land claim agreements.

5. Internal Capacity Development and Leadership:

In an age of constant change, we are committed to supporting our employees at all levels in their efforts to continuously learn and grow. By developing our leadership capacity, we improve our effectiveness as individuals and as an organization.

Ontario Region will implement a Human Resources Strategy that will address such issues as staffing, staff development, communications, performance management, and leadership. We will continue to build on the Leadership and Learning initiative as a means of building a better work place.



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***ONTARIO REGION
BUSINESS PLANS
APRIL 1999 - MARCH 2000***

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***INDIAN AFFAIRS AND NORTHERN DEVELOPMENT
ONTARIO REGION - BUSINESS PLAN
BUILDING PARTNERSHIPS FOR THE 21ST CENTURY
APRIL 1999 - MARCH 2000***

Supporting Strong Communities, People and Economies:

~To support economic development through creative partnership, to find efficient and innovative means of accelerating the programs on housing and infrastructure, and to address critical issues faced by communities at risk using a holistic approach~

Education and Youth:

- ▶ Reestablish linkages with the Ministry of Education both at the technical and policy level in order to provide a process to raise issues
- ▶ Support quality education for First Nations in Ontario by strengthening accountability and compliance activities through 42 program reviews and develop a five year school evaluation plan for 56 on reserve schools, provide resources to implement the plan
- ▶ Evaluate Woodlands Cultural Centre as part of the program review that will support the national DAEB Audit
- ▶ Develop, publicize, and implement “Stay in School” initiative in partnership with UOI
- ▶ Continue to expand program reviews to include a review of provincial schools and develop a framework for partnership on ISSP
- ▶ Initiate meetings with DOJ and HRDC to begin work on the Aboriginal Youth Justice Strategy that would support current initiatives such as Youth Gang Prevention
- ▶ Provide support for youth forums, career fairs, education and training conferences
- ▶ Implement and publicize the Youth Employment Strategy

Social:

- ▶ Implement year two of the NCB; monitor/analyze provincial plans to remove children from welfare by attending meetings, proposing changes and analyzing the impact on First Nations and DIAND
- ▶ Participate on the H.Q. working group on the review of the departmental child welfare policy and develop follow up plans
- ▶ Continue to work with UAC and MCSS on Child and Family Services agency implementation
- ▶ Continue to assist First Nations implement Ontario Works by: meeting with Chiefs and councils and the province to resolve issues; participate in workshops; facilitate information



sessions; coordinate Ontario Works implementation with departmental programs such as SATF

- ▶ Implement the recommendations resulting from the review of OTFS
- ▶ Continue to work with MCSS on cost share issues to finalize the joint audit processes, work towards completion of the audits for years 1993/1994 through 1997/1998

Housing:

- ▶ Conclude five year business plan on housing with GCT#3 and CMHC, including detailed work plan; bring HRDC into the partnership
- ▶ Support two workshops in GCT#3 communities to discuss the development, adoption, and implementation of community housing policies
- ▶ Promote the development of ten First Nations housing initiatives under the new housing initiatives policy, work in partnership with private and government agencies, CMCH and financial lending institutes

Infrastructure:

- ▶ Extend and implement Phase II Retrofit Agreement for 14 communities
- ▶ Support approximately ninety major capital projects including water and sewage, electrification, and education facilities
- ▶ Support training initiatives and capacity development of five local electrical generation power authorities
- ▶ Find innovative approaches to replace diesel generators with renewable sources of energy
- ▶ Continue with electrification and co-generation in northern Ontario; James Bay Hydrogrid

Environment:

- ▶ Commence five new category one and two environmental remediation projects
- ▶ Develop and implement a remediation strategy for small scale high risk sites
- ▶ Facilitate two waste management awareness training sessions
- ▶ Complete Phase III (in depth environmental reviews) on third party sites, and develop a action plan to have sites addressed by appropriate third party
- ▶ Review regional survey demands; develop multi-year survey plan



Economic Development:

- ▶ Continue to focus on the Economic Renewal Initiative by increasing the number of Aboriginal joint ventures, partnerships, and individual businesses by:
 - ▶ Demonstrating to Aboriginal and non-Aboriginal businesses the value of doing business with each other
 - ▶ Providing advice to partners and seeking funding if required
 - ▶ Establish a Project Review Committee to support the development of Aboriginal business
 - ▶ Hold three workshops on building partnerships
 - ▶ Develop a training package on negotiating and developing successful partnerships
 - ▶ Create a database on the number and types of Aboriginal businesses currently established in Ontario, as well, the number of people they employ
 - ▶ Meet with corporate Canada to increase the profile of successful Aboriginal businesses in Ontario
- ▶ Coordinate RAN, RAI, and Opportunity Fund economic development project reviews and make recommendations through a project review committee; produce material e.g. fact sheets to publicize these projects
- ▶ Continue work on the Akwesasne-Canada five year strategic plan on economic development
- ▶ Continue to work with CEDO's to improve program reporting
- ▶ Review allocation methodologies for CEDP, recommend changes for implementation in 2000/2001
- ▶ Work with MBQ to review operations and examine alternatives to program delivery, including options for long term financing of a administration building

Strengthening Aboriginal Governance:

*~To negotiate new government to government relationships and to support capacity development among First Nation leaders, administrators and community members.
To implement claim settlements successfully~*

Capacity Development:

- ▶ Deliver two workshops on each of the following: bylaws, elections, registration, estates management, environment/natural resources, and participate in the establishment of three First Nations Band Administrator workshops in different PTO areas
- ▶ Present a workshop on the self government process to students of Confederation College
- ▶ Continue to promote and support OALA in professional development of member land managers, facilitate and provide training in the area of land management and promote as a



- national model
- ▶ Conduct two information sessions on the self government process in northwestern Ontario
- ▶ Plan and organize two workshops on “Negotiation Skills” and “Machinery of Government” for northwestern Ontario
- ▶ Continue the partnership with Queen’s University and the Aboriginal Institutes Consortium to implement two additional intakes to the ADR training and certification program
- ▶ Participate in the initiative with CESO, and the Indian Institute on Governance to develop capacity in the areas of accountability and good governance for First Nations
- ▶ Provide leadership in the development of a National Framework on Capacity Building
- ▶ Work directly with NAN towards finalizing a Financial Capacity Development Strategy
- ▶ Work cooperatively with Tribal Councils and Unaffiliated First Nations to ensure completion of 47 accountability and management assessments
- ▶ Provide staff support to the Far North Fire Management Strategy and support strategy development

Negotiations:

- ▶ Support governance negotiations at Akwesasne and participate on the working groups established on economic development, justice and policing, youth, education, and health
- ▶ Support the development of the national Negotiators Network Steering Committee by participating in meetings to support the development of policy standards for self-government negotiations
- ▶ Participate in the development of redress mechanisms with HQ and First Nations to address landlord/tenant disputes over crown land
- ▶ Work in partnership with First Nations to develop regimes for the administration of estates which blend *Indian Act* requirements with traditional values
- ▶ Conclude final land agreements with Sand Point, Rocky Bay, Thessalon, Wasauksing, and Pic Mobert
- ▶ Conclude AIP’s with Pays Plat and Michipicoten
- ▶ Complete implementation of specific claim settlements and ILA agreements for Whitefish River, Garden River, Mississauga No. 8, Michipicoten, Wikwemikong, and Nipissing
- ▶ Make progress on the implementation of settlements for Manitoulin ILA, Parry Island, Garden River ILA, and Assabaska
- ▶ Support specific claim negotiations with Caldwell, Enniskillen, Assabaska, Big Grassy, Williams Treaty, Lac Seul, and Wahta in accordance with the specific claims work plan
- ▶ Continue to develop the core governance models with Anishnabek, Nishnabwe Aski Nation, and Grand Council Treaty #3



Additions to Reserves:

- ▶ Complete reserve creation process for Slate Falls, Weenusk, and Aroland
- ▶ Complete ATR process for Lansdowne House, Cat Lake, West Bay, Kitchenuhmaykoosib Inninuwug, Anishinabe of Wauzhushk Onigum, Moravian of the Thames, Wapekeka, Attawapiskat, Alderville, Chippewa Tri Council, Fort Severn, Fort William, Mattagami, and Tyendinaga
- ▶ Participate as a member of the Urban Reserve / ATR working group
- ▶ Facilitate the ATR pilot project at Lac Seul

Renewing the Partnership:

~To strengthen working relationships with Aboriginal leaders, to foster new working partnerships between Aboriginal people and other levels of government, and to build public understanding and support for the Aboriginal agenda~

Partnerships:

- ▶ Provide support to Georgina Island, Nipissing, Scugog Island and Mnjikaning First Nation's in their transition to FNLMA
- ▶ Partner with Health Canada and First Nations technical organizations to monitor and address water quality and sewage disposal issues
- ▶ Introduce the opportunity to set up two meetings to discuss between DIAND, First Nations financial officers, AFN, and CICA to establish a Ontario Chapter of the Aboriginal Accounting Association
- ▶ Explore partnership opportunities to develop options for First Nation police facilities between DIAND, First Nations, and the Federal office of the Solicitor General
- ▶ Support the implementation of the political protocol with UOI, GCT#3, and NAN
- ▶ Provide support to UAC final agreement
- ▶ Sign protocol agreement with COO and Six Nations on issues of common concern, including communications and financial arrangements
- ▶ Provide regional support to the development of the AIP with Ipperwash
- ▶ Work with UOI and GCT#3 in developing their communications capacity; partner with them on communications projects
- ▶ Build communication links with GCT#3, COO, UCCM, and other First Nation organizations
- ▶ Continue to work with Health Canada, welfare agencies, public and private sector in support of strategies to assist communities at risk
- ▶ Support and participate in staff exchanges with GCT#3
- ▶ Continue and expand on the partnership with COO regarding summer student employment



- ▶ Participate in the Ontario, Sudbury, and Thunder Bay Federal Councils
- ▶ Participate on the executive of the Ontario Federal council and chair the Aboriginal sub-committee

Public Education / Communications:

- ▶ Develop a communication plan with Akwesasne to provide the public and key stakeholders with regular information about the Nation Building process
- ▶ Develop communication strategies with partners for all initiatives under self-government and capacity building within NAN and GCT#3 territories
- ▶ Develop an implementation strategy for Caldwell, Enniskillen, and Kettle and Stony Point First Nation's claim settlements
- ▶ Develop a public education and communications plans for northern and southern Ontario
- ▶ Provide communications support and advice to Aboriginal Voices Festival, NAD Festival, and other public events
- ▶ Develop exhibits and implement other strategies to ensure DIAND visibility and public education objectives are advanced at the Economic Renewal Conference, Career Fairs, and other ec. dev. / employment education conference activities
- ▶ Develop the Ontario Region's page on the departmental Internet site
- ▶ Complete and publish a Treaty Newsletter
- ▶ Provide a staff orientation workshop on the Aboriginal view on treaty relationships with specific reference to Treaty #3 and Robinson-Superior Treaty of 1850
- ▶ Contribute to the communication strategy on enhanced information sharing regarding initiative such as Y2K and housing
- ▶ Monitor First Nations organizations, news releases and the Internet and advise senior officials on issues around Lands for Life with NAN, GCT#3, UOI, and the province

Developing New Fiscal Relationships:

~To develop stable, predictable fiscal relations and to enhance First Nation self-reliance, to support the development of appropriate accountability regimes~

Fiscal Relationships:

- ▶ Promote CFNFA as a multi-year funding option and increase the number of multi-year agreements by ten
- ▶ Develop a regional framework on accountability, compliance and capacity development. Involve Tribal Councils and technical units for the implementation of the framework
- ▶ Work with Tribal Councils and First Nations in completing and submitting 45 outstanding tendering policies



- ▶ Establish a regime for the monitoring and enforcement of the terms and conditions of permits and leases, permits for timber and natural resources, and waste sites
- ▶ Expand LTS systems to ten additional First Nations
- ▶ Support the accountability / good governance discussions with GCT#3, NAN, and UOI
- ▶ Support self-government negotiations by formulating the appropriate allocation methodologies and multi-year budgets
- ▶ Provide coordination support to the fiscal relations discussions with Akwesasne and the UOI
- ▶ Provide team leadership for program compliance reviews on provincial tuition / school evaluations and culture centres

Internal Capacity Development and Leadership:

~In the age of constant change, we are committed to supporting our employees at all levels in their efforts to continuously learn and grow. By developing our leadership capacity, we improve our effectiveness as individuals and as an organization~

- ▶ Implement a regional Human Resources strategy
- ▶ Develop and deliver ministerial products training
- ▶ Develop a training program in communications skills (communication planning, media relations, public education, public relations, product development)
- ▶ Support the Leadership initiative, LaReleve, Middle Managers, and the Learning Advisory Panel
- ▶ Support the Dodem Kanonhsa' events and activities, and establish a Kumik in the northern office
- ▶ Continue to implement corporate initiatives in support of leadership and learning
- ▶ Support departmental programs such as Aboriginal Masters Program, Graduate Program, SAPP, CAP, AEP, BTG, RISP, and mentoring programs
- ▶ Continue to promote the use of regional facilitators
- ▶ Continue internal services in the areas of pay plans, job evaluations, and HR principles
- ▶ Establish enhanced links between learning and development plans and EPRs
- ▶ Continue to strengthen internal communications through various methods, including the regional Intranet site



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***PERFORMANCE REPORT
APRIL 1998 - MARCH 1999***

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**INDIAN AFFAIRS AND NORTHERN DEVELOPMENT
ONTARIO REGION
PERFORMANCE REPORT
REPORTING PERIOD - APRIL 1998 TO MARCH 1999**

Building Strong Communities, People and Economies:

Housing:

- Developed and implemented an allocation process for new housing policy: 12 additional First Nations now have long term housing plans under the policy
- Accessed an additional \$2.8 million for renovations to address overcrowding in 19 communities
- Approved 13 new housing policy proposals for the north
- Funding was approved for one Tribal Council and one PTO for housing coordinators
- In partnership with CHMC, initiated discussions on a five year housing plan with GCT#3

Infrastructure:

- Implemented Phase II of the Provincial Retrofit to address the backlog of 35 communities, and initiated discussions on a two year extension to the five year agreement
- Extended the hydro grid at Red Lake and Mushkegowuk
- Funded 104 major capital projects using \$101.2 million in base budget and \$32.6 million in accelerated

Environment:

- Implemented the waste initiative and bulk fuel handling initiative
- Funded \$4.3 million for 12 remediation projects
- Funded 15 active environmental projects for a total of approximately \$50 million
- Started up 18 high to medium risk remediation projects
- Completed fuel tank data registry

Economic Development:

- Economic Renewal Initiative launched; Economic Renewal Forum held in Toronto, with smaller workshops held throughout the region on partnering strategies, energy, forestry, tourism, and business park development



- Project Review Committee developed to coordinate and strategically support economic ventures
- Akwesasne-Canada joint working group on economic development established
- A strategic plan outlining the region's approach to economic development in the north was drafted
- Procurement target of 80 was exceeded, 125 were completed, representing over \$300 K
- Supported largest number of loan guarantees ever in Ontario Region (18 representing \$1.2 million)
- 41 RAN, RAI, and Opportunity Fund projects supported representing over \$3 million, an increase of \$1 million from previous year
- Financial support was given to NONTA (travel agency)
- Ongoing support of the "North of 51" and the NAN economic development initiatives

Education, Employment, and Youth:

- Established links and initiated discussions with the province on the First Nations Education Strategy
- Provided input and participated in discussions with MOET about education reform
Completed compliance reviews of post secondary education; established links with individual First Nations to support capacity development
- Continued progress on the development of AIPs with Fort Frances, UOI, and Dryden in education negotiations
- Continued with work to support the implementation of the administrative protocol with Six Nations, which will lead to the agreement on the O&M of the federal schools
- Worked with NNEC and Fort Albany on two major school initiatives linked to the Statement of Reconciliation
- Participated in the development and delivery of the Ontario Regional Conference on Education in partnership with the Woodland Cultural Centre and New Credit First Nation
- Developed and publicized the "Stay in School" initiative with UOI
- Coordinated and supported the Regional Principals' Conference
- Developed a framework agreement on jurisdiction of education which is to be presented to caucus in May 1999 and to the Federal Steering Committee in June 1999
- Participated in a number of youth forums across the region
- Publicized and fully implemented the Youth Employment Strategy and accessed additional resources in support of the strategy
- Produced Ontario information sheets on youth programs in the region



Social:

- Participated in for the ongoing provincial reform process, including amendments to the 1965 Welfare Agreement to allow for the implementation of Ontario Works
- Managed and supported federal reform (NCB demonstration project)
- Worked with First Nations to develop reinvestment strategy on NCB
- SATF review undertaken with additional analysis for the north
- Held regular meetings with Health Canada, MCSS, ONWAA, and other service providers to coordinate, problem solve and identify opportunities
- Term of Reference developed for OTFS review
- OTFS protocol signed with Abinoojii Family Services
- Participated in provincial FNCFS agency reviews and began to implement the recommendations
- Supported Child Welfare discussions with GCT#3 (fact finding table), UOI, and UAC

Strengthening Aboriginal Governance:

Capacity Development:

- Twelve consultation and information sessions held with partners on CFNA and FTAs
- Two workshops each were delivered to First Nations on the following: Indian Land Registry, Estates, Indian Registration, Elections, Indian Moneys, and Bylaws
- Supported OALA activities as a partner in the delivery of land management training, and promoting and fostering professional development. (OALA is now seen as a model for similar type organizations in other regions)
- Trained and included First Nations' representatives in DIAND staffing processes
- Encouraged and supported Special Interchange Canada agreements
- Assisted in the planning, development, organization, and implementation of a workshop on treaties and governance for NAN
- Gave financial support to UCCM, UOI, and GCT#3 for the development of public education and communications functions
- Coordinated and funded the training and certification of First Nations representatives in Alternative Dispute Resolutions through a partnership with Queen's University and the Aboriginal Institutes Consortium
- Provided capacity development support to GCT#3 in those areas which are subject of current self-government negotiations e.g. education and governance



Negotiations:

- Concluded negotiations with MCA on a political protocol which sets out the process for Canada and Akwesasne to work together to improve socio-economic conditions in the community and to initiate negotiations on the exercise of jurisdiction by Akwesasne
- Developed a protocol with GCT#3 and finalized the draft framework agreement on jurisdiction of education and governance
- Signed a political protocol with UOI
- Signed an administrative protocol with Six Nations Council on delivery of education
- Drafted a protocol with NAN
- Participated in UAC self-government negotiations
- Supported specific fiscal relations tables through inherent right negotiation processes with NAN, GCT#3, and UOI
- Completed regional review process and moved addition to reserve proposals the order in council stage for Moravian of the Thames, Kitchenuhmaykoosib Inninuwoog, Chippewa Tri Council, Lansdowne House, Mattagami, Anishinabe of Wauzhushk Onigum, Six Nations, Weenusk, and Wapekeka
- Completed reserve creation at Attawapiskat
- Made significant progress on reserve creations at Nibinamik, Aroland, Slate Falls, and Webequie
- Completed implementation of Batchewana specific claim settlement by addition of land to reserve

- Made significant progress on implementation of claims settlement and ILA agreements involving Mississauga No.8, Wikwemikong, Whitefish River, Wasauksing, and Garden River
- Concluded final agreement with Whitefish River on unsold surrendered land
- Concluded AIPs with Rocky Bay (additions) and Wasauksing (boundary)
- Supported Caldwell, Enniskillen, Wahta Mohawk, Big Grassy, Assabaska, Whitefish Lake, Lac Seul, and Fort William in claims negotiations
- Conducted ratification votes for Collins Treaty and Whitefish Lake claim settlements

Renewing the Partnership:

Partnerships:

- Worked in partnership with OFNTSC on a special initiative to improve O&M compliance
- Worked jointly with OFNTSC and CMHC on housing committees
- Involved UOI and Independent First Nations in the SATF compliance reviews



- Partnered with NAN, provincial ministries, federal departments, and other service providers to support communities at risk
- Supported NAN in a range of initiatives including an organizational review and development of financial services to its members (third party co-management)
- Signed three training and services agreements with Alderville, Curve Lake and MBQ
- Participated in Ontario Federal Council meetings, established and chaired Aboriginal sub-committee
- Participated on a working group with GCT#3 to provide communications assistance and experience
- Partnership developed with Working World Training Centre to fund, promote, publicize, and launch the Great Peace CD Rom project by preparing the communication plan, media release, and information kits
- A partnership was formed with the Royal Ontario Museum through which various Aboriginal legends are being made available through the Internet
- Worked with First Nations Inc. and other governmental and non-governmental partners on the James Bay Hydro grid
- Continued the partnership with COO in delivery of the summer student program
- Developed a partnership with First Nations in the north to share employment opportunities
- Worked in partnership with Akwesasne in the Nation Building Process
- Attended a number of First Nations assemblies including those of GCT#3, UOI, and COO

Public Education / Communications:

- Developed a communications strategy on economic development projects
- Participated in public education activities in support of Caldwell
- Developed a public education and communication strategy in LTS to defuse potential “hot issues”
- Held information sessions with First Nations regarding multi-year agreements, alternative approaches to construction of schools, and infrastructure
- Construction completed on the Dodem Kanonhsa’ which is now fully operational
- Supported the Minister in her announcements at the opening of the water and sewage project at Sachigo Lake First Nation, the grand opening of the water treatment plant at Iskatewizaagegan First Nation, and the announcement of a new joint venture with the Ojibways of Pic River First Nation and the Kagiano Power Corp.
- Processed 69 briefing notes, 614 docketts, 7 issue sheets, 7 question period cards, 142 ATIP requests, responded to 432 public enquiries, 31 MP enquiries, and wrote 13 speeches
- Organized the DIAND educational pavilion with both Aboriginal and non-Aboriginal partners



- Participated in a number of career fairs
- Promoted National Aboriginal Day celebrations at Georgina Island and Toronto's Riverdale Park
- Continued to develop the regional Intranet site

Developing New Fiscal Relations:

- Developed a new minor capital formula
- Developed a new formula for education A&B
- Implemented a pilot project for annualized major capital budget for Six Nations
- Participated on the HQ task force on indebtedness
- Made improvements to the budget allocation and funding arrangements processes
- Provided input to HQ on Ontario specific policy issues such as tendering, consolidated audits, CFNFA, and regional procedures on remedial action
- Developed and implemented a comprehensive accountability and compliance regime for Ontario region
- Conducted compliance reviews in the following areas: Elementary/Secondary, O&M facilities, and SATF
- Signed 4 new FTAs
- Funded 104 major capital projects
- Completed 34 management assessments
- Provided support to the fiscal relations discussions with Akwesasne

Internal Capacity Development and Leadership:

- Each regional employee completed a training plan
- Several leadership courses were held throughout the year, such as Exercising Influence, Building Relations and Getting Results and Intelligent Risk Taking
- Each employee was provided with the leadership self-assessment guide
- Held several reward and recognition ceremonies throughout the year
- Supported LaReleve, Middle Management Forum, and the Federal Council activities by attending interdepartmental conferences and meetings

- Held a number of workouts throughout the region on organization culture and gave feedback on the results to management and staff
- Held a Open Space in Thunder Bay
- Supported the National LLST in their activities
- New staff members participated in Aboriginal Awareness training sessions
- Coordinated eight regional audits, two OAG audits; produced one new regional directive and amended two others



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