



**Ontario Region  
Business Plan**  
April 2000 - March 2001



Indian and Northern  
Affairs Canada

Affaires indiennes  
et du Nord Canada

**Canada**



Traditional style acrylic painting by artist Richard Bedwash.

#### About our cover and illustrations

Our design is a reflection of three Aboriginal artists' visions of *Gathering Strength- Canada's Aboriginal Action Plan*.

Art design concept by Ginny Boissoneau, Art Program Coordinator and fine arts artist, at the Native Canadian Centre of Toronto. Paintings by Ronny Leutschafft an Ojibway fine artist and stone carver and Richard Bedwash an Ojibway fine artist.



Traditional style acrylic painting by artist Ronny Leutschafft.

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# INTRODUCTION



**O**ntario is home to 127 First Nations, all at different stages of development. Some of the most sophisticated First Nations in Canada are located in Ontario, but there are also many communities which face the challenges of being amongst the most remote and isolated in the country. They often lack basic infrastructure: water and sewage systems, efficient and reliable hydroelectric power, all weather roads, and adequate housing. Coordinated planning is needed to address these issues efficiently and cost-effectively. The James Bay hydrogrid servicing project, being implemented in partnership with First Nations in northern Ontario, is one step towards addressing some of these inadequacies. Alternative approaches to accelerating the construction of new housing will be pursued vigorously. At the same time, these remote communities have natural advantages for success in this new century. They are located in an area rich in natural resources, notably forestry and minerals. Our challenge is to help bring together key partners, First Nations, Corporate Canada, and government agencies to help facilitate the creation of a resource based economy in the north. Of course this must be done in an environmentally sustainable manner and only where it can be done in a way that respects First Nations' traditions and values.

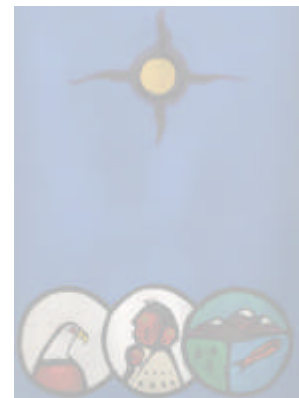
The Aboriginal population in Ontario is growing more rapidly than the non-Aboriginal population. More young Aboriginal people are staying in school and finishing their post-secondary education, with aspirations to contribute meaningfully to the future of their communities. There is a need to support these young people in finding jobs and creating their own businesses. As we implement the

department's new, enhanced economic development program more opportunities should become available for these talented young people in the future.

Financial accountability issues also continue to be at the forefront. Implementing the financial transfer agreements remains a challenge. In support of good governance at all levels, regional staff will work with First Nations to explore new accountability mechanisms including administrative redress, conflict of interest guidelines, and community based policies in areas such as elections.

Across Ontario there is a need for public education on Aboriginal issues. Our challenge is to explain why land claim settlements, Treaty rights, and self-government are important to the future of this country. This year Ontario Region will be celebrating the 95th anniversary of Treaty #9, and the 150th anniversary of the Robinson-Huron and Robinson-Superior Treaties, celebrating our longstanding relationships that we are committed to renewing and strengthening.

As First Nation governments evolve, departmental staff find themselves in an ever changing role. They must find new ways of problem solving, delivering results, and meeting corporate expectations. Ontario Region is 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 BUSINESS PLAN

## **Supporting Strong Communities, People and Economies:**

*To support economic development through creative partnerships, 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:**

- ▶ Work with the Ministry of Education to establish the support to conduct nominal roll reviews in order to develop a process to assess whether provincial standards are being met, and to provide a process for raising issues
- ▶ Establish a review committee to evaluate and provide recommendations to senior management regarding effective strategies to address First Nation school needs and priorities
- ▶ Continue to expand the education focus group sessions in conjunction with provincial school boards and First Nation representatives to improve the quality of education
- ▶ Develop a strategy which will respond to the Auditor General's report on education

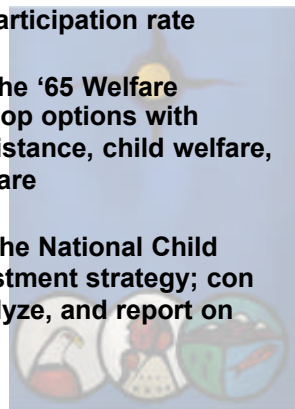
Support year 4 of the Stay-in-School Initiative; assess results and develop next steps

- ▶ Develop an approach to support school to work transition activities
- ▶ Continue support for the Community Coalition Unified for the Protection of Children and Youth in Thunder Bay; work with municipal leaders and educators in Kenora and Sioux Lookout to explore the usefulness of similar mechanisms in those communities

- ▶ Provide support for youth forums, focus groups, and the annual Principals Conference, education days, and youth initiatives in the form of advice, facilitation, and funding
- ▶ Partner with Matawa First Nation to develop strategies to address issues such as special education, development of school evaluation packages, and approaches to deal with teacher shortages in remote communities
- ▶ Continue discussions with the Ministry of Education on the transfer of provincial schools to Rocky Bay and Nibinamik First Nations
- ▶ Work with Northern Nishnawbe Education Council (NNEC) to open an Urban Native High School in Thunder Bay

### **Social:**

- ▶ Continue to work with Ojibway Tribal Family Services (OTFS) to implement the recommendations of the comprehensive operational review and develop a remedial management regime
- ▶ Liaise with the province to determine the number of program reviews to be conducted in 2000-2001 for homemakers, day cares, and Ontario Works
- ▶ Review the Social Assistance Transfer Fund (SATF) program in conjunction with the provincial on site reviews
- ▶ Continue to create employment opportunities through SATF; use review recommendations to improve participation rate
- ▶ Proactively manage the '65 Welfare Agreement and develop options with respect to social assistance, child welfare, day care, and adult care
- ▶ Implement year 3 of the National Child Benefit (NCB) reinvestment strategy; continue to monitor, analyze, and report on plans



- ▶ Continue to facilitate coordination and cooperation between the Ontario Ministry of Community and Social Services (MCSS), child and family service agencies, and individual communities regarding child welfare
- ▶ Continue to work with First Nations and the province to seek solutions to issues posed by the implementation of Ontario Works
- ▶ In partnership with MCSS and Health Canada, support a range of pilot projects that will improve child welfare, community health, and capacity development
- ▶ Continue to support the Grand Council Treaty #3 (GCT#3) fact finding team on social services
- ▶ Provide advice and assistance on day care issues; liaise with the province and Human Resources Development Canada (HRDC) on funding issues; support community submissions to the Demonstration Project Initiative up to \$2.4 million
- ▶ Continue to work with MCSS to complete audits for years 1993-1994 through 1997-1998; start discussions on audit plans for 1998-1999 and 1999-2000
- ▶ Continue to participate on the departmental working group on child welfare policy
- ▶ Work to increase participation of small remote communities in the Income Security Reform initiative
- ▶ Develop a strategy to respond to communities at risk and formally identify three pilot projects and develop a work plan
- ▶ Provide information and referrals to First Nations about the Aboriginal Healing Fund

**Housing:**

- ▶ Finalize the 5 year business plan and detailed work plan on housing with GCT#3 and Canada Mortgage and Housing Corporation (CMHC); work to bring HRDC into the partnership
- ▶ Identify opportunities to exploit housing and economic development related activities such as co-operatives and bulk buying of materials
- ▶ Promote the development of 8 First Nation Housing Policy initiatives; work in partnership with private and government agencies, CMHC, and financial lending institutes

**Infrastructure:**

- ▶ Continue to work with NAN, First Nations, and Tribal Councils to explore options to improve road access and provide electrical infrastructure to remote northern communities

*Supporting Strong Communities, People and Economies:*

**To support economic development through creative partnerships, 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**

- ▶ Continue to meet with Ontario First Nations Technical Services Corporation (OFNTSC) and Tribal Councils to discuss facility and maintenance processes

- ▶ Continue to encourage the use of the pilot alternative for growth related infrastructure and the requirement for multi-year agreements for this initiative

- ▶ Conduct a review of the growth related infrastructure initiative and the impact on small First Nations
- ▶ Continue to develop alternatives to diesel power in North Caribou, Sandy Lake, Poplar Hill, Eabametoong, and Kitchenuhmaykoosib First Nations
- ▶ Continue implementation of Phase II Retro-Fit Agreement; negotiate an extension with the province
- ▶ Continue to access new resources from the Federal Infrastructure Initiative
- ▶ Support negotiations between OFNTSC and HRDC for the devolution of fire protection and fire safety inspections
- ▶ Monitor and address water quality and sewage disposal issues in partnership with Health Canada and OFNTSC
- ▶ Continue to review existing agreements with Ontario Hydro and develop a work plan to replace them with new agreements

**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**

**Environment:**

- ▶ Work to complete 50 per cent of all remaining Environmental Issues Inventory (EII) Phase III investigations on third party class 1 and 2 sites
- ▶ Carry out a review of major projects affecting First Nation lands which trigger the application of the Canadian Environmental Assessment Act
- ▶ Improve environmental conditions by remediating contaminated sites and constructing landfill sites and bulk fuel storage sites
- ▶ Obtain approval for the remediation of 4 contaminated sites through the use of the new funding formula for cost-sharing

**Economic Development:**

- ▶ Support economic development in the areas of road development, access to energy, and the participation of Aboriginal people in the development of the forestry industry north of the 51st parallel
- ▶ Support NAN in plans and initiatives in the energy sector as identified through the protocol process
- ▶ Continue to provide advice, assistance, and guarantees through the IEDF loan guarantee program
- ▶ Continue to provide support to the Ontario Native Business Park Association (ONBPA) with an emphasis on developing international trade
- ▶ Continue to focus on the Economic Renewal Initiative (ERI) by: Facilitating the completion of 6 major projects that involve partnerships between governments, the private sector, and Aboriginal partners
- ▶ Complete web pages and data bases
- ▶ Undertake 4 partnership forums and facilitate ministerial events
- ▶ Develop a communication strategy that promotes the Economic Renewal Secretariat (ERS) services, builds public awareness, and promotes partnerships
- ▶ Hold focus group sessions that will identify and remove barriers to Aboriginal economic development
- ▶ Facilitate the organization of workshops at the request of outside parties on a fee for service basis
- ▶ Continue to work on the Akwesasne-Canada 5 year strategic plan on economic development
- ▶ Continue to work with headquarters and Community Economic Development Officers (CEDOs) to improve program reporting

- ▶ Coordinate the development of a regional advocacy plan that supports the work done through ERI, Resource Based Economy (RBE), Infrastructure Strategy, and the Ontario Native Business Park Association (ONBPA)
- ▶ Coordinate the Resource Access Negotiations (RAN), the Resource Acquisition Initiative (RAI), and Opportunity Fund economic development project reviews and make recommendations through the Project Review Committee

**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:**

- ▶ A number of training and information sessions will be delivered to First Nations as a result of the Corbiere Decision
- ▶ Provide tools and continue to support First Nations in managing their lands under section 53/60 of the First Nations Lands Management Act (FNLMA)
- ▶ Continue to support First Nations through training and information sessions on Indian Registration, Indian Monies, Band Governance, Estates, and By-laws
- ▶ Continue to support and promote the development of written electoral codes for those First Nations under custom election
- ▶ Continue to promote Interchange Canada Agreements and the Staff Exchange Program with GCT#3
- ▶ Monitor and support the establishment of an Ontario Chapter of the Aboriginal Financial Officers Association
- ▶ Conduct 6 information sessions on multi-year agreements and management control framework with First Nations, Tribal Councils, and Political Treaty Organizations

- ▶ Work directly with the Nishnawbe-Aski Nation (NAN) toward finalizing a financial capacity development strategy
- ▶ Improve receipt of timely and accurate audited financial statements by:  
Providing 6 information sessions for auditors, First Nations, and Tribal Councils  
Implementing and communicating remedial measures to be undertaken
- ▶ Improving the ongoing monitoring of overdue audits and assisting First Nations in successfully meeting their deadlines
- ▶ Conduct information sessions in northern Ontario on the self-government process Plan and organize 2 workshops in northwestern Ontario on the Machinery of Government
- ▶ Support an Ontario self-government workshop for federal and Aboriginal negotiators by September/2000
- ▶ Develop an orientation package for newly elected Chiefs, councils, and community members in partnership with First Nations and Tribal Councils

**Strengthening Aboriginal Governance:**

**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**



**Negotiations:**

- ▶ **Conclude the Agreement-in-Principle (AIP) Education Jurisdiction Sectoral negotiations with the Fort Frances Chiefs Secretariat**
- ▶ **Conclude framework agreement for Kenora Chiefs on education jurisdiction and move into the AIP stage**
- ▶ **Commence education jurisdiction negotiations with Dryden Chiefs on a framework agreement**
- ▶ **Continue to provide support to the ongoing negotiations with the Union of Ontario Indians (UOI) (governance and education), United Anishnabeg Councils (UAC) (comprehensive), GCT#3 (comprehensive and education), and Algonquins of Pikwakanagan (Algonkian claim)**
- ▶ **Develop a regional approach to negotiation and implementation of the Inherent Right Policy**
- ▶ **Continue to support self-government negotiations by developing suitable allocation methodologies**
- ▶ **Participate in the negotiations for the transfer of authority to Mnjikaning First Nation to a successful conclusion**
- ▶ **Complete implementation of claims and Indian Land Agreements (ILA) for Whitefish River, Garden River, Mississauga, Michipicoten, Wikwemikong, and Nipissing**
- ▶ **Conclude final agreements with Sand Point, Rocky Bay, Thessalon, and Wasauksing**
- ▶ **Conclude AIP with Pic Mobert and Plays Plat**
- ▶ **Make progress on implementation of Manitoulin ILA, Parry Island claims settlement, Garden River, Big Grassy, and Assabaska settlements**
- ▶ **Support land claim negotiations with Ipperwash, Enniskillen, Williams Treaty, Lac Seul, Wahta, and Fort William First Nations**
- ▶ **Conclude ratification vote processes for Caldwell, Michipicoten, Enniskillen, and Wahta specific claim settlements**

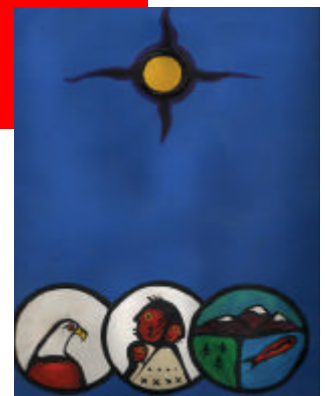
- ▶ **Oversee Ontario Region's participation in the implementation of the five year political protocol with Akwesasne**

**Additions to Reserves:**

- ▶ **Complete reserve creation process for Slate Falls, Weenusk, Aroland, and Webequie**
- ▶ **Participate in the departmental review of urban reserves and additions to reserves (ATRs)**

**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 a organization**



- ▶ **Complete the ATR process for Lansdowne House, Cat Lake, West Bay, Big Trout Lake, Wauzhushk Onigum, Moravian of the Thames, Wapekeka, Attawapiskat, Mattagami, and Tyendinaga**
- ▶ **Complete the Turton Penn transfer**



**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:**

- ▶ Support Lac Seul First Nation in reversion from Indian Act elections to custom
- ▶ Participate as a technical resource with the UOI and Batchewana First Nation on implementation of the Corbiere decision
- ▶ Support Wikwemikong on the renewal of the First Nation Estates and Trustee Pilot Project and their proposal for a new lands regime project
- ▶ Under the Assembly of First Nations/LTS joint initiative establish a number of working groups
- ▶ Continue to expand and enhance LTS systems for First Nations to enable them to assume a greater role in administering their affairs in all areas currently administered by DIAND
- ▶ Partner with OFNTSC to implement electronic data interchange with Tribal Councils and First Nations for a capital assets inventory system
- ▶ Support First Nations and provincial partnerships on major projects such as Fort William First Nation and CN lands, Pikangikum and Moose Cree Sustainable Forestry License, and Long Lac hardwood plant
- ▶ Continue to participate as a team member with UOI on devolution
- ▶ Continue to support the federal summer student program with a First Nation organization
- ▶ Continue the work under the Memorandum of Understanding (MOU) between DIAND and the Public Service Commission (PSC) regarding Aboriginal employment in the Public Service
- ▶ Continue to expand the Aboriginal Awareness training in partnership with the Mohawks of the Bay of Quinte (MBQ) and other government departments

- ▶ Complete an Elders Lodge in Thunder Bay and continue to support the Dodem Kanonsha' in Toronto
- ▶ Participate in the Ontario Regional Communications Council's meetings and professional development days

**Public Education and Communications:**

- ▶ Produce a map and fact sheet with general information about Ontario
- ▶ Continue school visits to speak about Aboriginal culture and traditions
- ▶ Promote National Aboriginal Day by participating in various activities across the province
- ▶ Run exhibits at economic development conferences, career fairs, employment and education workshops, and other appropriate venues to meet DIAND's visibility and public education objectives
- ▶ Continue to produce fact sheets to publicize RAI and Opportunity Fund projects
- ▶ Produce an economic development newsletter  
Continue to develop and expand the regional Intranet site and the Ontario page of the national Internet site
- ▶ Continue to deliver presentations to interest groups and the general public on DIAND's land claim and land negotiation policies

**Developing New Fiscal Relationships:**

*To develop stable, predictable fiscal relations and to enhance First Nations Self-reliance, to support the development of appropriate accountability regimes*

**Fiscal Relationships:**

- ▶ Review regional assessments to ensure developmental plans are in place where required
- ▶ Review and prioritize training requirements and funding requests

- ▶ Increase monitoring of remedial management plans and the management of third-party and co-management agreements by:  
Increasing utilization of the Transfer Payment Management System (TPMS) manager  
Increasing the number of visits to First Nation communities  
Attending regular audit review meetings
- ▶ Promoting the use of Tribal Councils
- ▶ Participating in the development of guidelines and a desk procedures for Funding Services Officers and First Nations
- ▶ Promote CFNFA as a multi-year funding option and increase the number of multi-year agreements by 10
- ▶ Continue to develop a regional framework on accountability, compliance, and capacity development
- ▶ Support the development of accountability regimes and ensure probity and prudence of funding and sound management practices
- ▶ Work with First Nations on the submission of three tendering policies
- ▶ Coordinate program compliance reviews on provincial tuition, school evaluations, special education, and cultural centres
- ▶ Streamline budget reviews and funding arrangement processes to reduce the administrative burden on First Nations staff
- ▶ Participate in the Ontario Federal Council and its sub-committees, and the Joint Career Transition Committee (JCTC)
- ▶ Participate in the development of desk procedures for the Financial Arrangements Unit
- ▶ Support employee career development through the Middle Management Development initiative and Bridging the Gap
- ▶ Develop and implement individual learning plans for each employee
- ▶ Continue to support departmental programs such as Aboriginal Masters Program, Graduate Program, Special Assignment Pay Program (SAPP), Career Assignment Program (CAP), Aboriginal Employment Program (AEP), Bridging the Gap (BTG), Regional Interdepartmental Secondment Program (RISP), and mentoring

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***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 a organization***

- ▶ Continue to support corporate leadership and learning initiatives
- ▶ Continue to strengthen internal communications through various methods, including the regional Intranet site

**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 a organization**



# PERFORMANCE REPORT

## Building Strong Communities, People and Economies

### Education and Youth:

- ▶ Established links with the Ministry of Education at both the technical and policy level and developed a process for raising issues
- ▶ Planned and organized four education focus group sessions for Lakehead, Kenora, Fort Frances, Sioux Lookout, and Nakina area First Nations
- ▶ Continued development and implementation of Stay-In-School Initiative in partnership with the Union of Ontario Indians (UOI)
- ▶ Suggested creation of two new Vision Quest camps
- ▶ Support provided for forums and conferences such as Education Days
- ▶ Supported the Principals' Conference and did a presentation on youth programs
- ▶ Funded nine First Nations which have completed school evaluations and 27 others which have started the process
- ▶ Supported quality education in Ontario by strengthening accountability and compliance activities through 42 school reviews and the development of a five year evaluation plan for 56 on reserve schools
- ▶ Conducted 70 on site nominal role reviews to verify the accuracy of data received and to ensure compliance with terms and conditions of funding agreements
- ▶ Supported the construction of one new school and one school extension by using alternative approaches to financing capital construction
- ▶ Funded nine First Nations which have completed school evaluations and 27 others which have started the process
- ▶ Supported quality education in Ontario by strengthening accountability and compliance activities through 42 school reviews and the development of a five year evaluation plan for 56 on reserve schools

Conducted 70 on site nominal role reviews to verify the accuracy of data received and to ensure compliance with terms and conditions of funding agreements

Supported the construction of one new school and one school extension by using alternative approaches to financing capital construction

Completed preliminary approval, design, and tendering of the St. Anne's school; presently working on options to enable the construction of the school one year ahead of the regional schedule

Funded Phase II of the curriculum initiatives supporting provisions for new curriculum material for students in all First Nations' schools aimed at parity with schools off reserve

Supported the activities of the Community Coalition Unified for the Protection of Children and Youth (CCUPLY) and worked with them to establish a partnership and a joint work plan with the National Crime Prevention Centre

### Social:

- ▶ Under the Income Security Reform Initiative, supported 15 demonstration projects in First Nation communities to assist in the reduction of dependency on social assistance and the movement to employment
- ▶ Worked with First Nations to successfully implement year 2 of the National Child Benefit Reinvestment Strategy; 108 First Nations participated with a reinvestment of approximately \$5 million
- ▶ Participated in the ongoing provincial reform process, including providing advice, supporting workshops, and facilitating the implementation of Ontario Works
- ▶ Worked with Health Canada (HC) and the Chiefs of Ontario Office (COO) on the implementation of the First Nations and Inuit Home and Community Care Initiative and its integration with other programs
- ▶ Participated in meetings and assisted in drafting the report on the child welfare policy review

- ▶ Worked with the Ministry of Community and Social Services (MCSS) and the United Anishnabek Councils (UAC) on Phase I Agency implementation
- ▶ Ojibway Tribal Family Services (OTFS) review completed, implementation team established, and work plans being developed
- ▶ Assisted Ontario Native Welfare Administrators Association (ONWAA) to position themselves as a service provider to First Nations
- ▶ Held regular meetings with HC, MCSS, and other service providers to coordinate activities, problem solve, and identify opportunities for joint action on issues around child welfare, health care, and child care
- ▶ In partnership with MCSS and HC supported pilot projects, conferences, and the coordination of services related to mental health, foster care, interventions, and counselling
- ▶ Continued to work with MCSS to finalize the audits for years 1993-1994 through 1997-1998. Currently at field visit stage; audit completion scheduled for 2000-2001
- ▶ Provided funding to 21 First Nations and the Association of Iroquois and Allied Indians (AIAI) to develop national and regional strategies to implement the National Child Benefit (NCB)
- ▶ Provided approximately \$1.7 million in funding to 22 First Nations to support Social Assistance Transfer Funding (SATF) projects for employment creation
- ▶ Continued to work in partnership with private and government agencies, CMHC, and financial institutions to develop housing initiatives in three remote communities; this partnership resulted in 100 new homes being built
- ▶ Worked with First Nations to complete the approval of 23 plans under the New Housing Policy for a total of \$4.038 million
- ▶ Worked with 25 First Nations on improved planning related to the New Housing Policy and the provision of serviced lots through the use of core and alternate approaches to funding
- ▶ Supported Grand Council Treaty #3 (GCT#3) in designing and facilitating a workshop on housing policies

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**Infrastructure:**

- ▶ Continued the retrofit phase II agreement: \$16.1 million was funded for water and sewage projects in the 12 remaining communities
- ▶ A total of \$133.9 million was used to fund 217 capital and housing projects, this included 54 water and sewage projects, 19 electrification projects, 16 education, and 11 other major infrastructure projects
- ▶ A \$58 million grid extension was approved for the west coast of James Bay. When completed, the grid will provide hydro power to 3 First Nations replacing 13 diesel powered generators

**Housing:**

- ▶ Developed an amendment to the New Housing Policy approval process to ensure that water and sewage services can be provided to the new housing development
- ▶ Worked in partnership with the Canadian Mortgage and Housing Corporation (CMHC) and Aboriginal organizations on the housing committee which is responsible for the allocation of section 95 and RRAP subsidies and made recommendations for changes to the allocation process
- ▶ Developed and implemented options to manage unplanned funding pressures relating to water and sewage treatment while reducing the over programming in the regional capital plan
- ▶ Completed the approval process for the electrification transmission at Cat Lake and Pikangikum as well as the power purchase agreement for the Five Nations initiative
- ▶ Initiated preliminary approval documents for a transmission line to North Caribou, Poplar Hill, Eabametoong, and Kitchenuhmaykoosib on the development of alternatives to diesel power

**Environment:**

- ▶ Remediation strategy developed for small high risk sites (sites with a technical estimated cost of less than \$250,000)
- ▶ Supported 15 remediation projects now under way at high risk sites
- ▶ Processed all survey requests in a timely manner
- ▶ Developed and received approval on the new funding formula for the cost sharing of environmental remediation projects
- ▶ Assisted in the development of environmental assessment documents and studies relating to land transactions requiring environmental assessments under the Canadian Environmental Assessment Act (CEAA)
- ▶ Provided funding for 13 remediation projects and 4 landfill sites
- ▶ Supported capacity development through cost sharing of 19 co-management agreements for a total of \$603,500
- ▶ Participated on a committee at Confederation College to develop a new program aimed at providing skills in the areas of finance, economic planning, forecasting, negotiations, and partnership opportunities
- ▶ Attended meetings with the Nishnawbe-Aski Nation (NAN) and established a work plan for a Financial Capacity Development Strategy
- ▶ Held the first of four "Building Relationships" seminars
- ▶ Held information sessions with NAN and NAN organizations on "Inherent Processes and Policy"
- ▶ Supported NAN with an additional \$1.4 million to conduct community consultations and provide capacity development at the community level

**Economic Development:**

- ▶ Implemented year 2 of the Economic Renewal Initiative (ERI) including the annual conference; forums on energy, forestry, and business basics
- ▶ Made presentations to all provincial managers with economic development programs on the purpose of ERI and the linkages in support of business development
- ▶ Approved 25 RAN projects totalling over \$1 million; supported 17 Opportunity Fund projects totalling over \$1.3 million; supported 16 loan guarantees for a total of \$1.03 million
- ▶ Support provided to 7 business ventures under the Akwesasne/Canada 5 year plan on economic development
- ▶ Exceed procurement targets for 1999-2000 fiscal year
- ▶ Assisted PWGSC in a regional conference for purchasing officers and the Aboriginal Suppliers Trade Fair  
Strengthening Aboriginal Governance
- ▶ Provided training to 6 participants in the Regional Lands Administration Program
- ▶ Delivered presentations on ATR and specific claims to First Nations and other interested third party groups
- ▶ Worked with First Nations in the administration of the leasing program via the valuation of more than 1200 cottage lots and 12 appraisal reports
- ▶ Delivered workshop on Indian Registration to First Nations
- ▶ Delivered sessions on elections and the implications of the Corbiere decision to Washagamis Bay
- ▶ Provided membership training to Rat Portage and Fort William
- ▶ Provided funding and assistance for election workshops to 16 First Nations
- ▶ Accessed Gathering Strength money to facilitate the establishment of an Ontario Chapter of the Aboriginal Financial Officers Association. Progress to date exceeds targets

**Capacity Development:**

- ▶ Provided financial support to North Caribou Lake to host a band administrator's workshop

**Additions to Reserves (ATR):**

- ▶ Provided assistance to First Nations in the implementation of systems accessible through electronic data interchange such as Non-Registered on Reserve Population Statistics (NRORPS), housing, and Capital Asset Management System (CAMS)

- ▶ Completed the regional review process and moved the following ATR proposals to the Order in Council: Moravian, Big Trout Lake, Chippewa Tri Council, Lansdowne House, Rat Portage, Six Nations, Mattagami, and Weenusk
- ▶ Completed reserve creation at Attawapiskat
- ▶ Made significant progress on reserve creation at Nibinamik, Aroland, Slate Falls, and Webequie
- ▶ Participated in a joint review of ATR policy with the DIAND/AFN working group
- ▶ Ongoing input into ATR processes and committee work; Turton Penn project is near completion
- ▶ Implemented transfer of land management authority successfully at Georgina Island and Scugog First Nations
- ▶ Assisted in the development of the Lands Designation manual

**Negotiations:**

- ▶ Reached the final stages of the agreement-in-principle (AIP) for fort Frances education and jurisdiction
- ▶ Worked toward a framework agreement with Kenora and Dryden on education
- ▶ Signed Thessalon AIP
- ▶ Made significant progress on Sand Point Agreement (80% complete) and Pic Mobert agreement (90% complete)
- ▶ Made progress on the implementation of the Mississauga and Wikwemikong claim settlements (80% complete)
- ▶ Supervised successful ratification votes on the Assabaska and Big Grassy specific claim settlements
- ▶ Concluded AIP with Rocky Bay (additions) and Wasauksing (boundary)
- ▶ Concluded final agreement with Whitefish River on unsold surrendered lands
- ▶ Supported claim negotiations involving Caldwell, Enniskillen, Wahta Mohawk, Big Grassy, Assabaska, Whitefish Lake, Lac Seul, and Fort William
- ▶ Provided regional support to the development of the AIP with Ipperwash
- ▶ Signed a framework agreement with NAN on education and governance, proceeding to an AIP
- ▶ Provided on going support to governance negotiations at Akwesasne
- ▶ Participated in drafting the self-government agreement for UAC
- ▶ Negotiated directly with Ontario Hydro and its newly formed companies for rights of way, permits, and leases on Indian reserves

**Renewing the Partnership**

**Partnerships:**

- ▶ Worked with NAN, HC-MSB, and MCSS on developing and implementing strategies to assist communities at risk
- ▶ Met with NAN, First Nations, and Tribal Councils regarding the options to improve road and electrical infrastructure for remote communities
- ▶ Worked in partnership with First Nations on 3 fire evacuations
- ▶ Worked with Manitoba, Ontario, and First Nations to prepare a watershed management plan for Shoal Lake
- ▶ Worked in partnership with First Nations Technical Services Corporation (FNTSC) and HC to develop tools which will assist in the monitoring of sewage and disposal systems, addressing water quality issues
- ▶ Established an Environmental Networking Committee in each business area including members from First Nations, Tribal Councils, Environment Canada, Health Canada and the province

- ▶ Worked with the Mohawk Council of Akwesasne (MCA) to develop a new approach for determining valuation of estate property to recognize traditional beliefs
- ▶ Participated on the Ontario Strategic Unit made up of chief negotiators, assistants, and inherent right staff with a focus on governance and education
- ▶ Continued the partnership with COO regarding the summer student program
- ▶ Participated on the Ontario, Sudbury, and Thunder Bay Federal Councils
- ▶ Participated on the executive of the Ontario Federal Council and chaired the Aboriginal Sub-Committee
- ▶ Worked in partnership with other government departments on the recruitment and retention of Aboriginal employees in the public service
- ▶ Worked in partnership with Mohawks of the Bay of Quinte (MBQ) to provide Aboriginal Awareness training
- ▶ Actively participated in the Far North Fire Management Committee in partnership with NAN and the province
- ▶ Continued to work with the Solicitor General (Emergency Measures) to ensure appropriate evacuation procedures are in place for all First Nations
- ▶ Continued to expand the regional Intranet site and the Ontario page on the departmental Internet site; new sites will be launched in the new year
- ▶ Plant opening, Neskantaga School opening, grand opening of the Anishinabe Kabapikotawangag Resource Council, the NAN Framework Agreement signing, and the announcement of the Pikangikum Hydro Grid
- ▶ Organized two educational days at the Canadian Aboriginal Festival and coordinated the two "federal government services" days with other federal departments
- ▶ Participated in a number of career fairs
- ▶ Promoted national Aboriginal Day at Nathan Philips Square, Harbourfront, Scarborough Town Centre, and in Thunder Bay
- ▶ Visited 12 schools in the Toronto area speaking to a total of about 2500 elementary pupils about Aboriginal traditions and culture
- ▶ Developed strategies on public education, communications, and creating awareness of the inherent right process in Ontario
- ▶ Presentations given to 5 employer groups on Aboriginal participation in the workforce
- ▶ Prepared and distributed historical information on various treaties during Treaty Days
- ▶ Completed and published an Ontario Treaties booklet
- ▶ Produced 6 press releases, prepared speaking notes for 6 speeches by the Minister and 3 speeches by senior departmental staff
- ▶ Produced 33 fact sheets dealing with economic development
- ▶ Processed 388 briefing notes (cf. 69 in 98-99), 1128 dockets (cf. 614 in 98-99), 25 issue sheets/QPcards (cf. 7 in 98-99), 53 ATIP requests (cf. 53 in 98-99), responded to 426 public enquiries (cf. 432 in 98-99), responded to 94 media calls, and responded to 35 complaints/allegations

**Public Education and Communications:**

- ▶ Draft communication strategies have been developed for the NAN, Fort Frances, and Kenora negotiation tables
- ▶ Developed a communications strategy in partnership with Five Nations Energy Inc. to prepare for the official announcement of the launch of the James Bay Hydro Grid
- ▶ Produced a pamphlet on Aboriginal Veterans
- ▶ Supported the Minister at six major announcements: Western James Bay Hydro Grid Expansion, Beausoleil Water Treatment

**Developing New Fiscal Relations:**

- ▶ Completed two growth initiatives in the north; these discussions led to the signing of 9 new multi-year agreements in northern Ontario
- ▶ Held information sessions with First Nations, auditors, Tribal Councils, financial officers, and banks that led to the signing of 5 new multi-year agreements in southern Ontario

- ▶ Completed a draft accountability and compliance framework based on a 5 year cycle
- ▶ Provided assistance in support of self-governance to Tribal Councils and First Nations in the completion of 45 of the 47 Accountability and Management Assessment Reports
- ▶ Received 39 of the 46 tendering policies from southern First Nations and 42 of the 45 from northern First Nations
- ▶ Developed and implemented mechanisms to improve the region's funding processes
- ▶ Revamped the Treaty Payment System and provided input for the development of the national policy
- ▶ Developed the Ontario regional procedures on monitoring and transferring money held in the Indian money suspense account
- ▶ Held two information sessions with senior officials and financial institutions to discuss the potential for banks doing business directly with First Nations by using the multi-year agreements
- ▶ Provided coordination and support to fiscal relations discussions with Akwesasne and the UOI
- ▶ Provided team leadership for program compliance reviews on provincial tuition/school evaluations and cultural centres
- ▶ Participated in the regional and national PSES task force
- ▶ Supported La Releve, Middle Managers, and Federal Council activities by attending/facilitating conferences and meetings
- ▶ Provided developmental opportunities through secondments to BTG employees
- ▶ Supported and participated in the events sponsored by the Dodem Kanonhsa' and commenced planning for an Elders Lodge in Thunder Bay
- ▶ Coordinated 6 regional audits, 1 OAG audit, produced 1 new regional directive, and amended 4 others

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#### Internal Capacity Development and Leadership:

- ▶ Each employee completed individual training plan following discussions with their supervisor or manager
- ▶ Continued to support both national and regional initiatives related to Leadership and Learning
- ▶ Held a two day workshop for all junior officer and support staff
- ▶ Participated in the Aboriginal Masters Program, University Graduate Program, SAPP, CAP, AEP, BTG, and RISP
- ▶ Continued to implement the various stages of UCS



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