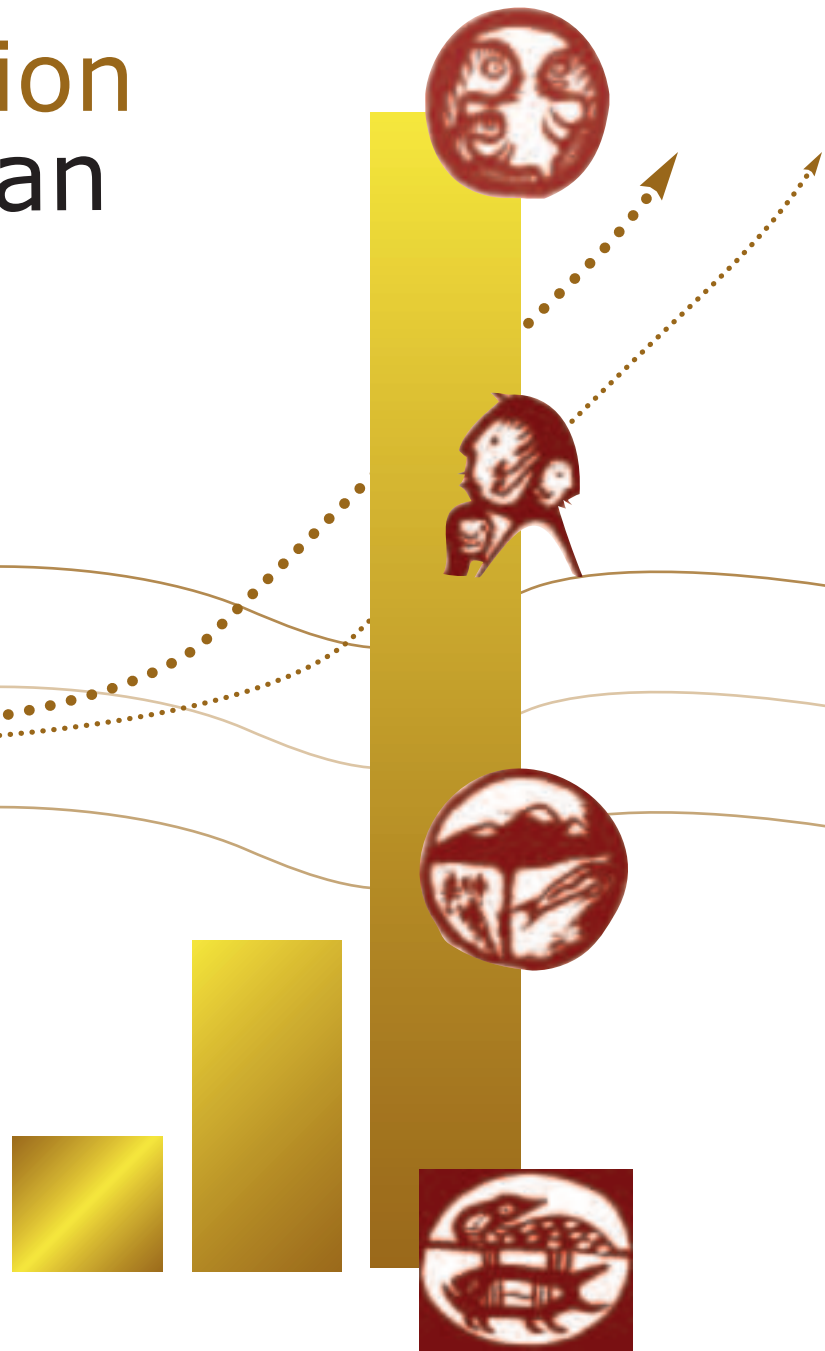


Ontario Region Business Plan

0101010101010010101
0101010101010101010
1010101010101010101
0101010101010101010
1010101010101010101
0101010101010101010
1010101010101010101



2001 - 2002



Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada

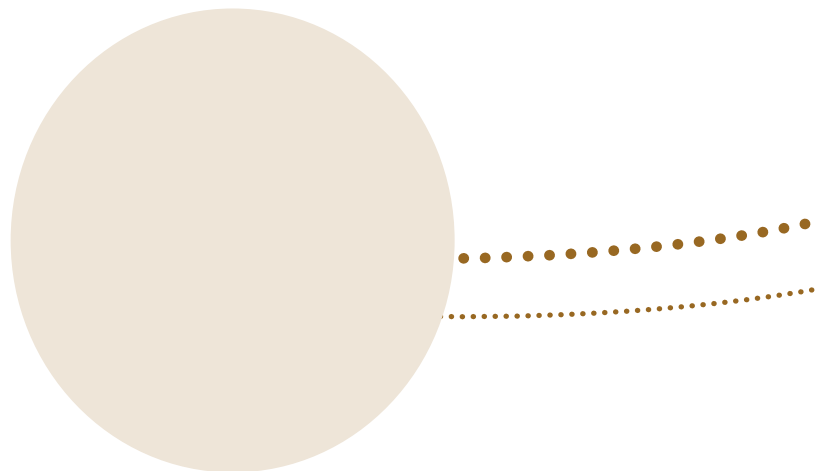
Canada

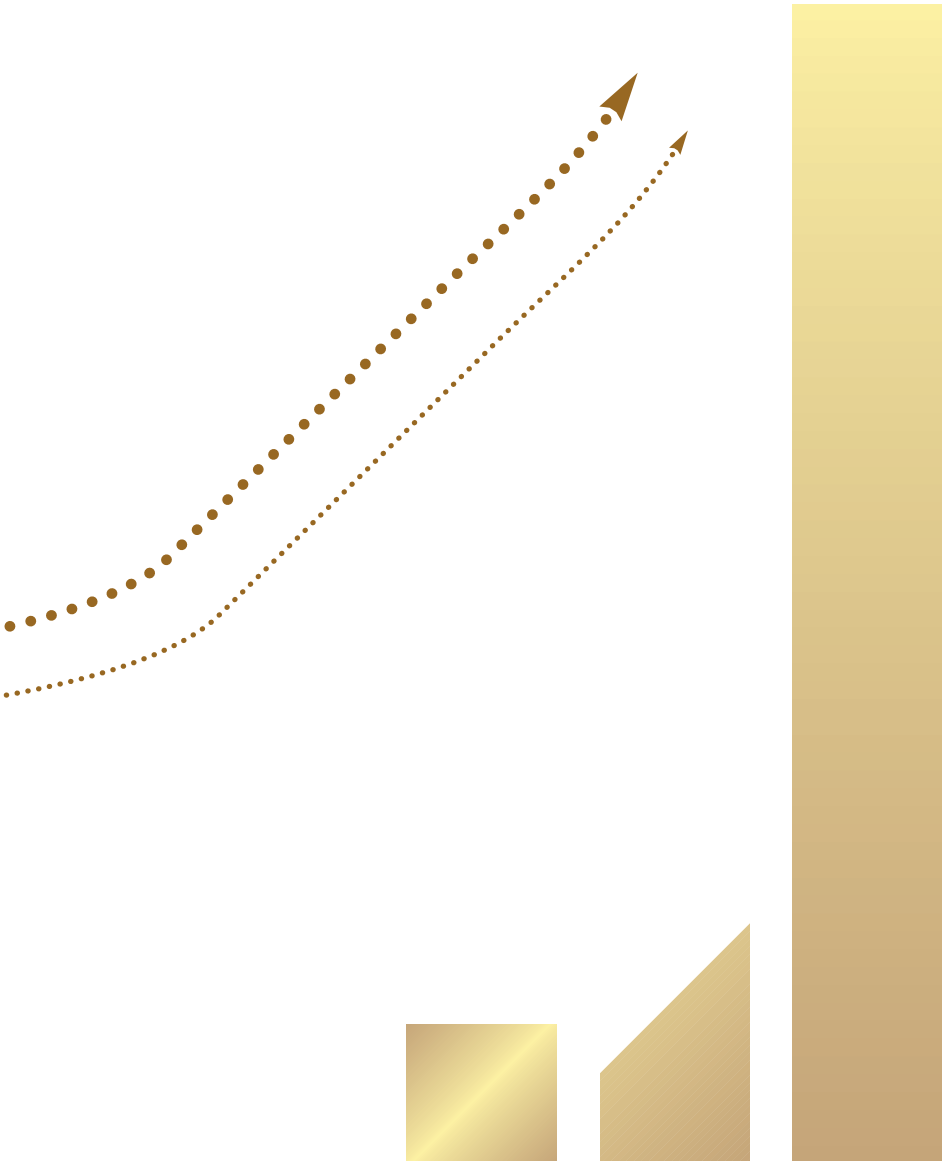
Ontario Region Business Plan 2001 - 2002
Published under the authority of the
Minister of Indian Affairs and Northern Development
Ottawa, 2001
www.ainc-inac.gc.ca

QS-T014-000-EE-A1
Catalogue No. R32-234/2002E
ISBN 0-662-31236-8

© Minister of Public Works and Government
Services Canada

Cette publication peut aussi être obtenue
en français sous le titre :
Région de l'Ontario plan d'activités 2001-2002





Context

Ontario First Nation communities are remarkably diverse. The 127 recognized First Nations in Ontario include members of at least 7 major cultural groups. Many communities are within close proximity of urban areas, whereas dozens are either remote (more than 350km away from an urban center) or accessible year-round by only water or air. Forest, mineral, and fishery resources hold great potential for economic development in northern parts of the province, while light industry, manufacturing, and promotion of a strong entrepreneurial sector have been the focus of economic activity in several southern and central Ontario communities. A number of First Nations and organizations have introduced

innovations in governance and in the delivery of programs and services that serve as models to adjacent communities, while other communities face persistently difficult social and economic conditions that challenge the delivery of even basic services.

The social, economic, historical, and political realities of First Nation communities play key roles in determining First Nation governments' priorities. DIAND recognizes that progress will depend on working with First Nation governments to develop new and more holistic approaches which respect both communities' current realities and the visions they have for the future.



Introduction

The Ontario Region Business Plan for 2001-2002 has been developed to provide an overview of the key activities which the Ontario Region of the Department of Indian Affairs and Northern Development (DIAND) will pursue this year to support the goal of "Making Canada a Better Place for Aboriginal People and Northerners."

As in previous years, the 2001-2002 Business Plan has been organized according to the four themes set out in Gathering Strength - Canada's Aboriginal Action Plan: I) Renewing Partnerships; II) Strengthening Aboriginal Governance; III) Supporting Strong Communities, People

and Economies; and IV) Developing New Fiscal Relationships. A final section has been included to outline some of the ways Ontario Region is also supporting capacity and leadership development among its own employees.

This year marks the third year that the Ontario Region of the Department of Indian Affairs and Northern Development (DIAND) has issued the business plan both electronically and in print. It is our hope that by making the Business Plan available to a wider audience on DIAND's Internet site, we will be able to deepen people's understanding of the range and complexity of issues that First Nations are addressing in Ontario, and build more informed perspectives about Aboriginal people and their current and future needs.



Renewing the partnership



Renewing the partnership

www.ainc-inac.gc.ca/on



Renewing Partnerships

Central to the Gathering Strength agenda is a recognition that progress on longstanding issues turns at least in part on the development of effective and broad based partnerships. Key objectives are to strengthen the working relationships between First Nations, the Government of Ontario, and federal departments; to encourage forums that promote cooperation in identifying practical solutions to problems faced by First Nation communities; to involve First Nations' people and organizations in the design, development, and delivery of programs; to foster new working partnerships between Aboriginal people and other levels of government and the private sector; and to build public understanding and support for the Aboriginal agenda. In 2001-2002 Ontario Region will undertake the following:

Partnerships:

- Support the renewal of the Ontario Tripartite Process in partnership with the Government of Ontario and First Nations as represented by the Ontario Political Confederacy.
- Support economic development partnership initiatives north of the 51st parallel, between DIAND, the Ministry of Natural Resources (MNR), the Ministry of Northern Development and Mines (MNDM), and First Nations.
- Continue to support the Economic Renewal Initiative (ERI) in meeting its work plan objectives of increasing the number of joint ventures, partnerships, and new businesses.
- Participate with other federal departments in the Ontario and Northwest Federal Councils, and continue to chair the Council's Aboriginal Sub-Committee.
- Strengthen relationships developed with Political and Treaty Organizations under Regional

Protocol Agreements.

- Participate as a committee member with the province and First Nations regarding taxation issues concerning lands added to reserves under land claim agreements.
- Act as federal lead in multi-government discussions to secure the Hunter's Point burial site for the Chippewas of Nawash First Nation.
- Conclude negotiations with the Nishnawbe-Aski Nation (NAN) and MNR on the implementation of the Far North Fire Management strategy.
- Support the Ontario Aboriginal Lands Association (OALA) to promote development and information sharing within Aboriginal communities.
- Continue to work with the Centre for Indigenous Sovereignty and support and promote their work as it relates to dispute resolution and indigenous management in the Aboriginal community.
- Work with the Union of Ontario Indians, the Ontario Ministry of Finance, and the Ontario Fuel Handlers Association regarding the development of a Smart Card Project.
- Continue to partner with the Native Canadian Centre of Toronto in the management of the *Dodem Kanohsa*' cultural centre and the Summer Student Program.

Program Design and Delivery:

- Continue to work with Ontario First Nation Technical Services Corporation (OFNTSC) and Tribal Councils to develop environmental management regimes in areas such as fuel and fuel infrastructure management.
- Continue to work with OFNTSC and Tribal Councils to strengthen their support to their member First Nations with regard to the enhanced technical services as advocated by the Public Works and Government Services manual.

Promote and participate in National Aboriginal Day (NAD) activities across the province . . .

- Support First Nations in the development of projects to address homelessness through active partnerships with local governments and citizen groups.
- Participate in ongoing discussions for alternative land management regimes with Oneida Nation of the Thames and Wikwemikong.
- Participate in the implementation of the five year Political Protocol with the Mohawk Council of Akwesasne (MCA).
- issues; and increasing capacity amongst employers to recruit, retain, and advance Aboriginal peoples in the workforce.
- Promote and participate in National Aboriginal Day (NAD) activities across the province in partnership with the Native Canadian Centre of Toronto and the Native Friendship Centre of Thunder Bay.
- Mount exhibits at economic development conferences, career fairs, employment and education workshops, and other appropriate venues.

Public Education and Communications:

- Conduct information sessions and consultation sessions with First Nations, and other Aboriginal groups and organizations, on the First Nations Governance (FNG) initiative. Record questions, comments, and concerns.
- In partnership with Citizenship and Immigration Canada, Heritage Canada, and the Native Canadian Centre of Toronto, develop an information package for new Canadians on First Nation issues and culture.
- Make presentations at conferences and other Aboriginal and corporate forums for the purposes of expanding networks amongst employers and the Aboriginal communities; increasing awareness as it relates to Aboriginal employment
- Promote regional economic development activities through preparation of news releases and publications.
- Hold public education events on topics including land claims and land negotiation policies.
- Extend the Toronto school visits pilot project over the entire fiscal year; initiate such a program in northwestern Ontario with local partners.
- Continue to produce information sheets tailored to specific audiences and events (e.g. Canadian National Exhibition (CNE), and Canadian Aboriginal Festival).
- Produce publications on issues including economic development, employment, Aboriginal youth, and Aboriginal veterans.

www.ainc-inac.gc.ca/on



Strengthening Aboriginal **governance**



www.ainc-inac.gc.ca/on



Strengthening Aboriginal Governance

The federal government and First Nation governments alike have realized that the Indian Act does not provide First Nation governments with the basic tools and authorities they require to build capacity, strengthen accountability, and invest in strong sustainable communities. In 2001-2002, Ontario Region staff will work with First Nations to develop the tools required for strong, accountable, effective governments and institutions; to negotiate new government to government relationships which recognize the inherent right to self-government; to support capacity development among First Nation leaders, administrators, and community members; and to negotiate and implement land claim settlements.

Governance Tools:

- Provide training in all areas of post-Corbiere band governance to elected bodies and electoral officers.
- Provide support to First Nations to conduct their own elections under the new Indian Band Election Regulations.
- Promote the development of written community electoral codes to ensure that they are Corbiere compliant.
- Support timely and accurate submission of audited financial statements by providing six information sessions for auditors, First Nations, and Tribal Councils.
- Provide guidance, assistance, and advice to Aboriginal organizations and communities in the areas of fire evacuation, travel policies,

and record management.

- Work with the Ontario Chapter of the Aboriginal Financial Officers Association (AFOA) to develop a three year plan related to Gathering Strength initiatives through qualifying band finances and staff.

Self-Government Negotiations:

- Participate in negotiations and planning for the implementation of the United Anishnaabeg Councils' Anishnaabe Government Agreement by providing technical advice and assistance in areas such as land and environmental management, governance, and capacity development.
- Support ongoing governance and jurisdiction negotiations with the Mohawk Council of Akwesasne (MCA).
- Conclude the Agreement-in-Principle (AIP) Education Jurisdiction sectoral negotiations with the Fort Frances Chiefs Secretariat.
- Conclude the negotiation and the signing of the Agreement-in-Principle (AIP) on Education Jurisdiction with the Union of Ontario Indians (UOI).
- Conclude negotiations of an AIP on Core Governance with the Anishinabek Nation.
- Develop an understanding around self-government issues including core governance, education, and environment with Walpole Island First Nation.
- Develop a strategic regional approach to the management, negotiation, and implementation of the Inherent Right Policy.

Provide tools and continue to support First Nations in managing their lands under section 53/60 of the Indian Act . . .

- Develop an Ontario Region/Headquarters Protocol Agreement concerning the negotiation of the UOI/Anishinabek Nation Education and Core Governance self-government agreements.

Capacity Development:

- Complete the development of waste management and awareness training and its incorporation into the waste management sectoral budget for delivery.
- Facilitate computer access and training to First Nations on Lands and Trusts Services (LTS) systems such as the Indian Registration System (IRS).
- Provide tools and continue to support First Nations in managing their lands under section 53/60 of the Indian Act.
- Complete the connection of six First Nations to the Indian Land Registration System. Conduct six information sessions on multi-year agreements and the management control framework with First Nations, Tribal Councils and Political Treaty Organizations (PTOs).
- Continue to work with NAN towards finalizing a NAN development strategy. Work with other First Nations to increase capacity through review and submission of management development plans.
- Provide technical advice and assistance to First Nations in support of Government On-Line and the Connecting Aboriginal Canadians initiatives.
- Continue to support First Nations through training and information sessions on the

implementation of on-line access of computer systems.

- Provide technical assistance in the implementation of Electronic Data Interchange (EDI).
- Encourage a staff exchange with Grand Council Treaty #3 (GCT#3).
- Provide Human Resources training to staff at the Mohawk Council of Akwesasne.
- Develop an orientation package in partnership with First Nations and First Nation organizations for newly elected Chiefs and Councillors regarding roles and responsibilities in the area of potable water quality, and specifically the operation of water and sewage treatment facilities.
- Develop a training certification program for water and sewage treatment plant operators. Continue to work with OFNTSC, Tribal Councils, Health Canada, other federal departments, and the Ontario Ministry of Environment and Energy to enhance water quality within First Nation communities.

Land Claims and Additions to Reserve:

- Continue to provide support to the comprehensive claim negotiation with the Algonquins of Pikwakanagan.
- Support specific claim negotiations for Lac Seul and Ginoogaming (flooding); Wahta Mohawk, Fort William (boundary and rifle range); Rainy River, Missanabe Cree and Chappleau Cree (treaty land entitlement); Wahnapiatae (boundary); and Michipicoten (pilot projects).

Participate in the departmental committee for review of urban reserves and Additions to Reserves (ATR) . . .

- Complete the ratification processes for Caldwell and Walpole Island.
- Make significant progress on the Manitoulin, Thessalon, and Nipissing Indian Land Agreements, Parry Island railway, Big Grassy bridge, Assabaska and Garden River settlements, and the Turton Penn and McDowell Lake component of the NAN Memorandum of Understanding (MOU).
- Continue to support the Ipperwash land claim negotiation with the Chippewas of Kettle and Stony Point First Nation.
- Conclude AIPs for Pic Mobert, Pays Plat, and Lake Nipigon Ojibway reserve creation and the Mohawks of the Bay Of Quinte (MBQ) highway.
- Continue to work towards the resolution of the Manitoulin Treaty issue.
- Participate in the departmental committee for review of urban reserves and Additions to Reserves (ATR).
- Complete processes to set aside the former Cecilia Jeffrey Residential School property as a new reserve to be held jointly by the First Nations in the GCT#3 area.
- Complete processes to add the former Pelican Falls Residential School property to the Lac Seul First Nation reserve land base.
- Complete the reserve creation process for Slate Falls, Aroland, Weenusk, and Mississauga No. 8 as a result of claim settlements.
- Complete the ATR process for Lansdowne House, Alderville, Mattagami, Wauzhushk Onigum, Attawapiskat, Cat Lake, Big Trout Lake, Whitefish River, Wapekeka, and Garden River.
- Supervise the designation process for four First Nations.



www.ainc-inac.gc.ca/on

Supporting strong communities, people and economies



www.ainc-inac.gc.ca/on



Supporting Strong Communities, People and Economies

In keeping with the federal government's 2001 Speech From the Throne commitment to "work to ensure basic needs are met for jobs, health, education, housing and infrastructure," Ontario Region activities in 2001-2002 will focus on supporting innovative means of improving living conditions in reserve communities, especially in the areas of housing, infrastructure, clean water, and environmental issues; ensuring that First Nation children and youth have access to high quality education programs and services, and that young people have opportunities to develop interests and skills necessary to participate in the economy and earn a meaningful livelihood; supporting economic development through creative partnerships; and addressing critical issues faced by communities at risk using a holistic approach.

Housing:

- Participate with Health Canada (HC), Canada Mortgage and Housing Corporation (CMHC), and the Ontario First Nations Technical Services Corporation (OFNTSC) in the development of a strategy for the distribution of the *Mold in Housing Information Kit*.
- Promote the development of 4 First Nation Housing Policy initiatives; work in partnership with the private sector, government agencies, CMHC, and financial lending institutions.
- Assist in the provision of support and resources to CMHC in developing and promoting housing and infrastructure projects through the use of section 95.
- Promote the adoption of the new housing policy by First Nations.

- Develop a regional strategy for the delivery of emergency housing funds.

Infrastructure:

- Provide funding and technical support to First Nations for the construction of education facilities.
- Continue to implement Phase II of the Federal-Provincial Retrofit Agreement with the goal of completing the work by the end of 2002-2003. Initiate discussions with the province with regard to other possible cost shared initiatives.
- Implement the Infrastructure Canada program within the region.
- Continue to support the ongoing negotiations between the OFNTSC and Human Resources Development Canada (HRDC) over the devolution of fire protection and fire inspection services for First Nation lands.
- Continue to work with affected communities to ensure that Ontario Hydro assets transfer agreements are implemented in an environmentally responsible manner.
- Continue to work with affected First Nations on their negotiations with Hydro One to issue all new replacement documentation.
- Continue to coordinate the waste management and fuel upgrade sectoral budgets to facilitate sound management planning practices for these activities in communities.
- Review existing operation and maintenance compliance activities. Participate in setting up a working group to develop an action plan relating to the compliance review.

Continue to work with communities to improve environmental conditions . . .

Water:

- Continue to work with stakeholders regarding the improvement of potable water within First Nation communities; complete and implement a multi-year action plan.
- Develop an orientation package in partnership with First Nations and First Nation organizations for newly elected Chiefs and Councillors regarding roles and responsibilities in the area of potable water quality, and specifically the operation of water and sewage treatment facilities.
- Develop a training certification program for water and sewage treatment plant operators. Continue to work with OFNTSC, Tribal Councils, Health Canada (HC), other federal departments, and the Ministry of Environment and Energy (MOEE) to enhance water quality within First Nation communities.

Environment:

- Manage and coordinate the completion of site clean-up and environmental remedial work on the last remaining property within the Turton Penn leasehold area, and bring file closer to the leasehold interest acquisition side of the project by October 2001.
- Review the lands survey program in Ontario to ensure that there is a plan to address the short and longer term pressing survey needs of First Nations.
- Continue to work with communities to improve environmental conditions through site assessment and site remediation projects at contaminated sites.
- Finalize and make available for use by

First Nations and DIAND staff the terms of reference for feasibility/option analyses for remediation projects, and design of remediation projects.

- Complete the development of an incident response strategy for First Nations and the development of an implementation plan.
- Complete all remaining environmental site assessment work with respect to UAC communities and First Nations Land Management Act (FNLMA) communities and work toward the completion of environmental action plans.

Education and Youth:

- Continue to implement information technology infrastructure at federal schools at Six Nations and at Tyendinaga so that teaching professionals will have the computer based tools they require to continuously improve the quality of education services for children.
- Act as a resource for the Six Nations Immersion School System.
- Conduct an evaluation of the pilot project at the Keewatinook Virtual High School.
- Provide support to the Onegaming Education Project to develop community education models.
- Participate in discussions with First Nations and the Ontario Ministry of Education and Training for the transfer of provincial schools to First Nations including Moravian of the Thames, Chippewas of Sarnia, Chippewas of Georgina Island, Rocky Bay, and Nibinamik
- Continue discussions with Mississaugas of the New Credit on transferring the operation and

Identify and develop resources to support the school to work transition . . .

maintenance of their education facility to First Nation control.

- Assist, through school evaluations, the review of First Nations' schools operated federally to assess comparability with the new provincial standards.
- Partner with Bimose Tribal Council to develop strategies to address education issues including future teacher shortages and to prepare school evaluation packages.
- Assist in the review of existing second level service arrangements and participate in developing alternate models.
- Identify and develop resources to support the school to work transition.
- Work with First Nation educators and administrators to strengthen accountability mechanisms by undertaking 37 on-site nominal roll reviews.
- Continue to work with First Nations and provincial school boards on the negotiation of new tuition agreements.
- Develop and implement Phase V Education Curriculum Initiative activities for 25 First Nations.
- Work with the Wabun Tribal Council to advance their annual Workforce 2000 conference.
- Assist Noopimiing Anokeewin in expanding their Aboriginal forestry business to encourage capacity development of Aboriginal youth local to the Wabigoon area.
- Support the Akwesasne Youth Unit which encourages young people to help one another and become involved in developing strategies to address youth issues in the community.
- Work with all First Nations to promote participation in the four Youth Employment Strategy (YES) programs: First Nations and Inuit Careers Development, Science and Technology Camps, Co-op Education, and Youth Entrepreneurship Program.
- Facilitate support for career counselling and planning.
- Support and participate in Aboriginal youth career fairs and symposiums to promote youth employment in the corporate sector.
- Maintain relationships with local community colleges to secure placements for Aboriginal students in the co-op and summer student programs.
- Establish a team to develop a strategic plan to address the needs and priorities of Aboriginal youth in Ontario including leadership capacity.
- Enhance YES effectiveness by reviewing the program impacts in Ontario and developing strategies for continuous improvement.

Economic Development:

- Work with ERI in identifying barriers to Aboriginal business and economic development and promote the value of doing business with Aboriginal people and businesses.
- Continue to support and promote the Aboriginal Procurement Strategy by purchasing goods and services from Aboriginal suppliers and provide direction and assistance to other federal departments on similar acquisitions.

Facilitate working relationships with other federal departments and provincial ministries . . .

- Continue to work with White Feather Forest Products on development of the forestry business in Pikangikum.
- Facilitate the development of collaborative strategies for northern Ontario tourism development involving federal, provincial, and First Nations' sectoral groups.
- Participate in the ongoing negotiations regarding diamond exploration and mining with First Nations in the James Bay lowland area and the Mushkegowuk Tribal Council.
- Participate in the development of industrial and business parks with individual First Nations and the Ontario Native Business Park Association (ONBPA).
- Facilitate working relationships with other federal departments and provincial ministries with respect to the mineral industry as it affects First Nations.
- Provide ongoing support to the Saugeen Ojibway Fishery Agreement through participation in discussions and advisory committee meetings.
- Advance the Ontario Aboriginal Commercial Fishing Strategy through discussions and negotiations with the province and DIAND staff on the transfer of resources.
- Reaffirm the Economic Renewal Secretariat's (ERS) role in economic development through supporting access to capital, special projects, links with events and workshops, ERS Web site, data bases, and market identification.
- Continue to support the Project Review Committee (PRC) in the delivery of DIAND's economic development programs.
- Develop a joint strategy to address federal involvement in telecommunications.
- Continue to work with First Nations and the province to increase First Nations' access to off-reserve resources such as fish quota and timber licences.
- Continue to encourage and provide support to First Nations so they may access funding under the Resource Access Negotiations (RAN), Resource Acquisition Initiative (RAI), and the Economic Development Opportunity Fund (EDOF) to support commercial fishing operations.
- Continue to support initiatives emanating from the Constance Lake/Hearst roundtable on economic development.
- Provide support and assistance to the Canada Ontario Resource Development Agreement (CORDA) and the First Nations Forestry Program (FNFP) to deliver resource development programs in partnership with MNR and Natural Resources Canada (NRC).

Social:

- Negotiate a bilateral agreement for delivery of Social Assistance with the United Anishinaabeg Councils (UAC) and use this framework for further negotiations with other First Nation groups.
- Develop and implement an option for interested groups of First Nations to deliver social assistance under direct federal funding on a pilot basis.
- Develop a process for direct delivery of social assistance by March 31, 2002.
- Continue exploratory discussions with First Nation groups regarding issues around the implementation of Ontario Works.

Work with MCSS to ensure continued benefits to Ontario First Nations . . .

- Review Income Security Reform (ISR) project proposals, prepare project summaries, and forward for approval.
- Provide feedback and information on shelter allowance rates and policies set out by the province.
- Participate in regional information sessions and provide advice on the implementation of Adult Care, and First Nation/Inuit Home and Community Care initiatives.
- Assist in developing a strategy to respond to communities at risk, and formally identify two pilot projects and develop a work plan.
- Improve the rate of participation and create employment opportunities through the development of Social Assistance Transfer Funding guidelines and approval of a pilot project.
- Implement year 4 of the National Child Benefit (NCB) reinvestment strategy while continuing to promote and improve participation rates for this initiative.
- Facilitate and support an open dialogue and continued cooperation between the Ministry of Community and Social Services (MCSS), child and family services agencies, individual communities, and other agencies regarding contentious child welfare issues.
- Support pilot projects which will improve child welfare, community health, capacity development, and training opportunities.
- Provide advice and assistance on day care issues and liaise with the province and Human Resources Development Canada (HRDC) on funding issues.
- Review federal support for social assistance recipients to make the transition from welfare to work. Contribute to the development of a national policy framework in this area by working with pilot First Nation groups.
- Work with MCSS to ensure continued benefits to Ontario First Nations from provincial funding of social programs, including programs cost-shared under the '65 Welfare Agreement.
- Review the Social Assistance Transfer Fund (SATF) program in conjunction with the provincial on site reviews.
- Continue to work with the province and the audit working group to complete the 1998-1999 and 1999-2000 audits of social assistance funding.
- Ensure the verification and processing of Indian Welfare Services (IWS) claims between the province and the department.
- Pilot a self-evaluation tool which will assist First Nations in their completion of the evaluation of the NCB reinvestment program.
- Manage bilateral agreement and support full implementation of the Cantrell Report recommendations in relation to Ojibway Tribal Family Services (OTFS). Respond to the eight principles raised in the Statement of Relationship with the OTFS project management team. Continue to work with OTFS to develop a remedial management plan that will foster improved financial accountability.
- Provide information to First Nations about the Aboriginal Healing Fund.

Developing new fiscal relationships



Developing New Fiscal Relationships

Under Gathering Strength, the Government of Canada committed to "work in partnership with Aboriginal governments and organizations to develop a new fiscal relationship which provides more stable and predictable financing, is accountable, and which maximizes the internal generation of own-source revenue." In 2001-2002, Ontario Region will pursue the following:

- Explore the opportunity for multi-year agreements in the areas of lands, estates, and environmental management with Six Nations of the Grand River, Oneida Nation of the Thames, and Wikwemikong First Nations.
- Assist in the promotion of the new multi-year agreement and facilitate increasing the number for Ontario by ten.
- Develop innovative approaches that will support First Nations' compliance with the reporting requirements of the funding agreements; monitor compliance and ensure the reports are recorded into the Transfer Payment Management System II (TPMS II).
- Review and prioritize First Nation training requirements and funding requests as they relate to individual management development plans.
- Coordinate with the appropriate directorates the program compliance reviews on provincial tuition, school evaluations, and special education.
- Continue to work with First Nations on the submission and approval of outstanding tendering policies.
- Continue to work in partnership with UOI to develop a Fiscal Framework that supports a regional form of Aboriginal governance.
- Improve receipt of timely and accurate audited financial statements by providing information sessions to First Nations, provincial organizations, other recipients, and auditors. Improve the ongoing monitoring of overdue audits, and implement remedial action plans.
- Implement new audit requirements and achieve 100 per cent review and response on all submitted audited financial statements within the prescribed time frame.
- Develop a fair and equitable methodology for re-investing the post-secondary annual percentage funding increase for First Nations by August 2001.

www.ainc-inac.gc.ca/on



Internal capacity development and leadership



www.ainc-inac.gc.ca/on



Internal Capacity Development and Leadership

In an age of constant change, 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 will:

- Continue to support corporate leadership and learning initiatives.
- Continue to strengthen internal communications through various methods, including the regional Intranet site.
- Support employee career development through the Middle Management Development program (MMDP) and Bridging the Gap (BTG).
- Promote and support Aboriginal employment and Aboriginal exchange programs
Promote systematic risk management and innovation within the region.
- Continue to work with the summer students for the purposes of encouraging long term careers with the department.
- Conduct an evaluation of Ontario Region from an organizational learning perspective.
- Continue to support activities in the 'Dodem Kanonhsa' in Toronto and establish a similar facility in Thunder Bay.
- Support the implementation of the department's Corporate Financial System (OASIS) and provide training to the end users.
- Promote the use of, and support the implementation of the Comprehensive Integrated Document Management System (CIDMS) and the integration of E-mail within the department.
- Provide an environment that supports continuous learning by provision of opportunities under Bridging the Gap (BTG), Aboriginal Employment Program (AEP), Regional interdepartmental Secondment Program (RISP), and mentoring.



Performance report



March 2000 - April 2001



Performance report



2000

2001

**Supporting
strong**

communities, people and economies





Education and Youth:

- In partnership with the UOI, completed the fourth year of the "Stay in School" initiative.
- Supported school-to-work transition initiatives, including the Youth Employment Strategy.
- Participated in activities with the Community Coalition Unified for the Protection of Children in the Thunder Bay area.
- Supported youth development activities including leadership training, development of community and area youth councils, and career fairs.
- Facilitated an agreement between Six Nations Council and Six Nations Immersion Executive to work cooperatively in the expansion of the immersion program to include K4-Gr.8; expansion successfully implemented.
- Participated in a focus group session with the provincial Ministry of Education and Training and First Nation representatives on improving the quality of education and enhancing understanding of the application of new provincial education legislation.
- Completed four school evaluations in partnership with Matawa Tribal Council.
- Held an education conference with all the Matawa First Nations to finalize an action plan for improving classroom instruction.
- Supported the negotiation of a four First Nation joint tuition agreement with the Lambton-Kent District School Board.
- Completed 55 nominal roll reviews.
- Piloted the Keewaytinook Virtual School: twenty-nine students were enrolled in Phase I.
- Provided support to a pilot project to develop an education system for the Ojibways of Onegaming which may be used as a model for other First Nations.

- Provided funding to the Native Teachers Education Program (NTEP) to support training of Aboriginal teachers; NTEP graduated its first class of Aboriginal teachers in June 2001.

Social:

- Worked with MCSS to preserve the integrity of the 1965 Welfare Agreement and preserve the principle of federal-provincial cost sharing of on reserve services.
- Developed options for pilot projects on direct delivery of social assistance.
- Held discussions with First Nation groups regarding issues around the implementation of Ontario Works.
- Delivered two workshops for welfare administrators on First Nation self-evaluation of the National Child Benefit (NCB) reinvestment program.
- Continued to promote the implementation of year three of the NCB reinvestment program.
- Worked with the Ministry of Health and Long Term Care to develop a homemakers workshop; brought together First Nations Welfare Administrators, the province, and DIAND officials to discuss the intent of the program, and Ontario-wide objectives.
- In partnership with MCSS and Health Canada, supported three foster care pilot projects, including a mental health workers training session, and the development of a manual for the workers.
- Worked with the province and the London area First Nations to review the homemakers program; established level of service and developed new financial targets.
- Worked with First Nations to create new employment opportunities using the Social Assistance Transfer Funding (SATF) program.
- Allocated approximately \$6.7 million in funding to



- 70 First Nations in support of the SATF projects for employment creation.
- Continued to work with OTFS on the implementation of the recommendations of the operational review; a remedial management plan was received.
- Re-established the ongoing verification and processing of IWA claims between the province and the department.
- Undertook a review of water quality issues in First Nation communities with Health Canada and OFNTSC; developed an action plan.
- Continued to work with NAN, First Nations, and Tribal Councils to explore options to improve road access and provide electrical infrastructure to remote northern communities.
- Reviewed existing agreements with Ontario Hydro and developed a work plan to replace them with new agreements.

Housing:

- Approved 11 new First Nation New Housing Policy initiatives.
- Continued to promote the New Housing Policy and work with those First Nations who are interested in developing a 5 year comprehensive housing plan.
- Continued to work in conjunction with CMHC to improve access to the housing program and improve the overall management of CMHC programs.
- Developed and delivered a presentation to 10 First Nations and 6 Aboriginal agencies highlighting economic development opportunities in the area of housing.
- Supported the development of a 5 year housing capacity plan with GCT#3.
- Participated in a process to develop an action plan for First Nations regarding faulty cottage lot septic systems in order to bring them into compliance.
- Worked on the development of a smart card project for 3 pilot sites in conjunction with UOI, the Ontario Ministry of Finance, and the Ontario Fuel Handlers Association.
- Coordinated the waste management sectoral budget program, funding a number of waste management planning studies and landfill design studies.
- Participated in the Far North Fire Management committee in partnership with NAN and the province.
- Continued to work with Emergency Measures Ontario to ensure appropriate evacuation procedures are in place for First Nations.

Infrastructure:

- Funded eleven infrastructure projects under "The Alternative Approach to Growth Related Major Capital Projects."
- Continued implementing the Phase II Retrofit Agreement; negotiated an extension to the agreement with the province.
- Initiated negotiations regarding the devolution of fire protection services.

Environment:

- Worked with First Nation Land Management Act (FNLMA) First Nations in Ontario on environmental site assessments, environmental action plans, and environmental management capacity development.
- Continued to provide land and environment advice to Chippewas of Georgina Island and Scugog First Nations who are now self-governing in the area of land management through FNLMA.

Performance report

March 2000 - April 2001

- Oversaw the successful delegation of land management authority under section 53/60 of the Indian Act to Beausoleil First Nation.
- Supported 36 First Nations in developing land management regimes at the community level by providing funding and advice.
- Prepared funding applications to support negotiations for First Nation access to off reserve resources. Funding secured for the Chippewas of Nawash (fishery), Saugeen First Nation (fishery), Wahgoshig First Nation (forestry), and New Post First Nation (forestry).

Economic Development:

- Supported the Economic Renewal Secretariat (ERS) in implementing year 3 of the economic renewal initiative; completed a business plan, and a communication strategy.
- Supported the ERS in hosting 9 workshops throughout Ontario on such topics as mining, construction, and how to establish working partnerships.
- Supported the operations of the Project Review Committee (PRC), including reviewing 75 new projects.
- Approved 38 Opportunity Fund projects totalling over \$1.7 million; supported 22 Resource Access Negotiation (RAN) projects totalling over \$1.4 million; and supported 15 Resource Acquisition Initiative (RAI) projects totalling over \$1.3 million.
- Approved one Regional Partnership Fund (RPF) project, one Major Business project, and 5 Regional Partnership Program (RPP) projects.
- Worked with Community Economic Development Officers to achieve 100 per cent program reporting.
- Continued to implement economic development initiatives in accordance with 5 year plan at the Mohawk Council of Akwesasne (MCA).
- Participated in the economic round table discussions with Constance Lake First Nation and the township of Hearst.
- Continued to work with Saugeen First Nation to design a long term support strategy for First Nations' commercial fishing operations.
- Purchased in excess of \$600,000 in supplies and services through the Aboriginal Procurement Strategy.



www.ainc-inac.gc.ca/on

Performance report

Strengthening Aboriginal governance



2000

2001

Strengthening
Aboriginal governance





Capacity Development:

- Held Indian Registration training course for 28 First Nation membership administrators; initiated the Membership Outreach Project to assist First Nations in updating their membership lists.
- Coordinated an Indian Monies workshop.
- Facilitated information sessions on the impact of the Corbiere Decision with 7 First Nations in the Sioux Lookout area.
- Held training sessions for electoral officers with 22 First Nations participating.
- Provided community workshops on Indian estate administration, and land management training.
- Worked with UAC communities through providing information sessions and carrying out environmental site assessments, and helped set up land management structures.
- Gave presentations in cooperation with NAN on the LTS/AFN joint initiative to communities via radio.
- Conducted 7 information sessions on multi-year funding agreements and management control frameworks with First Nations.
- Continued to support First Nations through training and information sessions on the implementation of computerized systems for on-line access in First Nation communities.
- Continued to support ongoing Nation Building discussions, and participated in the implementation of the five year Political Protocol between Canada and the Mohawk Council of Akwesasne (MCA).
- Concluded the initial negotiation of the agreement-in-principle (AIP) on education jurisdiction sectoral negotiation with the Fort Frances Chiefs Secretariat.
- Continued to work toward the self-government Framework Agreements with Kenora and Dryden on education.
- Advanced significantly the negotiation of the AIP Core Governance sectoral negotiation with the Anishinabek Nation. Developed with UOI a joint communications strategy for the self-government and education negotiations.
- Provided support to the ongoing self-government negotiation component in the comprehensive claims negotiation with the Algonquins of Pikwakanagan.
- Provided support to the ongoing self-government negotiation with MCA.
- Participated in preliminary community discussions with Walpole Island First Nation on core governance, education, and environment issues of self-government.
- Participated in discussions concerning a corporate approach to the management, negotiation and implementation of the Inherent Right Policy.
- Supported progress on the settlement of Caldwell First Nation's specific claim.
- Concluded the Thessalon Specific Agreement.
- Completed the implementation of the Michipicoten Settlement and made significant progress on the completion of implementation processes for claims and specific agreements for Whitefish River, Garden River, Wikwemikong, Mississauga, Big Grassy, and Assabaska First Nations.

Negotiations:

- Supported ongoing negotiation with the United Anishnaabeg Councils toward a final Anishnaabe Government Agreement, implemented arrangements, and continued developing plans for the implementation of the final agreement.
- Continued to be the federal lead in multi-government discussions designed to secure the Hunter's Point burial site for the Chippewas of Nawash.

Performance report

March 2000 - April 2001

- Provided support to Specific Claims Directorate on the Enniskillen, Wahta Mohawk, Fort William, Wauzhushk Onigum, and Rainy River First Nations land claims.
- Continued to support Ipperwash land claim negotiations by working directly with the First Nation and headquarters to resolve issues regarding the unfunded deficit relating to negotiating activities.

Additions to Reserve (ATR):

- Completed the Webequie reserve creation process and made significant progress on the reserve creation processes for Slate Falls, Aroland, and Weenusk First Nations.
- Completed the ATR Process for Moravian of the Thames, and made significant progress on the completion of ATRs for Neskantaga, Alderville, Big Trout Lake, Mattagami, Wauzhushk Onigum, Wapekeka, Cat Lake, Attawapiskat, and the Mohawks of the Bay of Quinte First Nations.
- Participated in the departmental review of urban reserves and ATR policies.
- Completed the sale of the final piece of property in the Turton Penn transfer.



www.ainc-inac.gc.ca/on

Performance report



Renewing the partnership

2000

2001

Renewing
the partnership





Performance report

March 2000 - April 2001

Partnerships:

- Worked with New Post, Wahgoshig, MNR, and Abitibi in the negotiation and completion of a comprehensive forestry resource agreement.
- Supported First Nations and provincial partnerships related to the Pikangikum Power Grid extension and the Moose Cree Forest Management unit.
- Worked with other government departments to bring together the business and capacity development component of the SMART First Nations Project.
- Worked under the Regional Partnership Fund (RPF) with corporations, other levels of government, and Cat Lake First Nation to construct a 70 km long 25 kV transmission line to Cat Lake.
- Developed with UOI a joint communications strategy for the self-government and education negotiations.
- Supported, in partnership with McLeod Wood and Associates the second annual conference to promote the development of economic opportunities using energy.
- Continued to support First Nations' Public Administrators degree program in partnership with Ryerson University and First Nations Technical Institute.
- Continued the partnership with the Native Canadian Centre of Toronto for the administration of the federal summer student program.
- Participated on the Ontario, Sudbury, and Thunder Bay Federal Councils.
- Worked in partnership with other government departments on the recruitment and retention of Aboriginal employees in the public service.
- Worked in partnership with MBQ to provide Aboriginal Awareness training.
- Embarked on a pilot project in partnership with the Native Canadian Centre of Toronto to provide cultural presentations to elementary school children. Twenty-five presentations were made to a total of 3,605 school children and 704 teachers.
- Partnered with the Toronto Aboriginal Day Committee and the Native Friendship Centre of Thunder Bay to promote National Aboriginal Day. Displays were set up at Nathan Philips Square, Scarborough Town Centre, and Riverdale Park.

Public Education and Communications:

- Worked with Indian Art-I-Crafts on four public education days for approximately 8,000 students and teachers.
- Organized one educational day and coordinated two "federal government service" days with other federal departments at the Canadian Aboriginal Festival at SkyDome.
- Gave 10 presentations under the Aboriginal Workforce Participation initiative at economic development conferences, career fairs, employment and education workshops. Participated in a number of other public information forums.
- Produced a 16 page economic development publication showcasing successful business ventures in several Ontario First Nation communities.
- Produced 14 press releases; prepared 18 speeches and 8 communication strategies.
- Processed 340 briefing notes (cf.388 in 99-00), 918 dockets (cf. 1128 in 99-00), 27 issue sheets/QP cards (cf. 25 in 99-00), 47 ATIP requests (cf. 53 in 99-00); responded to 263 public enquiries (cf. 426 in 99-00), 60 media enquiries (cf. 94 in 99-00), and 41 complaints/allegations (cf. 35 in 99-00).
- Hosted a delegation of Philippine politicians and staff of the Philippine Consulate interested in Canada's relationship with its indigenous people.

Performance report

Developing fiscal relationships

2000

2001

Developing
new fiscal relationships



Developing New Fiscal Relationships:

- Worked with UOI to develop a fiscal framework to support a regional form of Aboriginal governance.
- Supported negotiations with UAC to finalize an Intergovernmental Transfer Agreement (ITA).
- Worked with MCA to develop further models for multi-year funding arrangement agreements.
- Continued monitoring developmental plans with First Nations and Tribal Councils in support of sound governance models.
- Participated in the First Nation Administration Initiative with the United Chiefs and Councils of Manitoulin Island Tribal Council and their First Nations.
- Increased the number of First Nations using the multi-year agreement by 5 in southern Ontario.
- Approved 52 tendering policies.
- Completed the review of all First Nation Accountability and Management Assessments.
- Signed 9 new Canada First Nations Financial Agreements (CFNFA), 6 new multi-year agreements and 3 renewals in northern Ontario.
- Streamlined the budget and funding arrangement process.
- Completed desk book procedures for the financial arrangement unit.



Performance report

Internal capacity development and leadership



2000

2001

Internal capacity

development

and leadership



Performance report

March 2000 - April 2001

- Completed individual training plans for each employee of the region.
- Continued to support both the national and regional Leadership and Learning initiatives, and participated on the national Advisory Committee on the Management of Risk.
- Provided in house training in the areas of public education, dealing with the media, preparing a communication strategy, and using the Internet/intranet.
- Participated in the Aboriginal Masters Program, Aboriginal Employment Program (AEP), Career Assignment Program (CAP), Regional Interdepartmental Secondment Program (RISP), and Bridging the Gap (BTG).
- Continued the regional Middle Management Development Program.
- Continued to provide a regional Ombudsman service to all employees.



www.ainc-inac.gc.ca/on

Ontario Region

Offices

Toronto
25 St.Clair Avenue East, 5th floor
Toronto, ON M4T 1M2
Tel.: (416) 973-6234

Thunder Bay
100 Anemki Drive, R.R.#4
Thunder Bay, ON P7J 1A5
Tel.: (807) 623-3534

Brantford Business Centre
58 Dalhousie St., 3rd floor
P.O. Box 1960
Brantford, ON N3T 5W5
Tel.: (519) 751-2200

Sioux Lookout Business Centre
c/o Thunder Bay Office
Tel.: (807) 737-2800

Sudbury Business Centre
Time Square, 1760 Regent St.,
Sudbury, ON P3E 3Z8
Tel.: (705) 522-5100

Ontario Region Web site:
www.ainc-inac.gc.ca/on



Ontario Region Business Plan 2001 - 2002
Published under the authority of the
Minister of Indian Affairs and Northern Development
Ottawa, 2001
www.ainc-inac.gc.ca

QS-T014-000-EE-A1
Catalogue No. R32-234/2002E
ISBN 0-662-31236-8

© Minister of Public Works and Government
Services Canada

Cette publication peut aussi être obtenue
en français sous le titre :
Région de l'Ontario plan d'activités 2001 - 2002



Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada

Canada