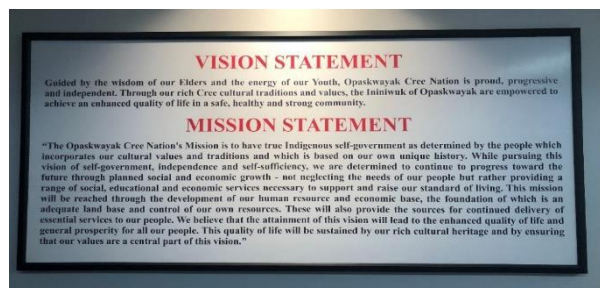




# 2019- 2020 ANNUAL REPORT

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*This picture is of the plaque that sits in the Onekanew mena Onuschekeewuk Chambers on the second floor of the Otineka Mall. The Vision and Mission Statements were developed in consultation between previous leadership and the community.*



# Office of Onekanew mena Onuschekekewuk



*The swearing in ceremony for the 2019-2021 Onekanew mena Onuschekekewuk was held on September 26, 2019. It was held at the Arbour Site on Riverside in the Opaskwayak Cree Nation.*

## Message from the Onekanew mena Onuschekekewuk

The 2019-2020 fiscal year focused on: continuing with the reorganization of Opaskwayak Cree Nation (OCN) governance and administration that the previous leadership started; developing a stronger foundation for community services including expanding infrastructure to ensure more housing can be made available for the people; and finding better ways to expand the financial resources including more partnerships and investments.

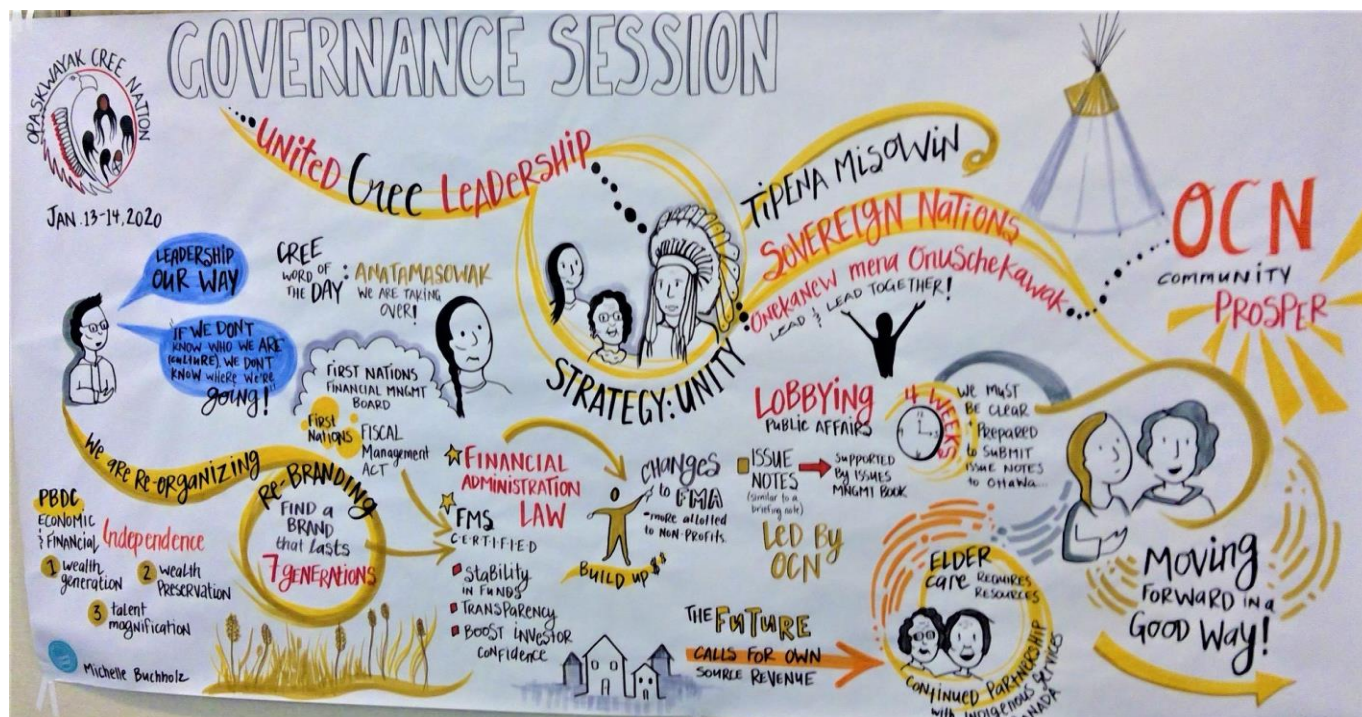
One of the biggest projects in the past two years and was seen to completion this year included a new lagoon for OCN. This was vital and will help in determining where we want to go in terms of building up our infrastructure within the community. The upgrading of key items such as this severely outdated system will allow for the expansion of both residential and business opportunities in the future.

That future is exciting as OCN continues to develop more partnerships within the business sector that offer a quick turnaround in terms of seeing returns for the community. These ventures allow us to grow our own Cree economy. As this happens, we intend to put the money back into the community and the people. This will allow for more initiatives that make us all proud to live in this great community.

## Opaskwayak Cree Nation Leadership

Christian Sinclair – Onekanew  
William J. Lathlin – Onuschekeew  
Edwin Jebb – Onuschekeew  
Jennifer Flett – Onuschekeew  
Maureen Brown – Onuschekeew

Clarence “Cheap” Constant – Onuschekeew  
Rick Constant – Onuschekeew  
Samantha Fidler – Onuschekeew  
Sidney Ballantyne – Onuschekeew



### Council of Elders

William G. Lathlin, Ketaya  
Barbara Constant, Ketaya  
Pat Personius Sr, Ketaya  
Priscilla Constant, Ketaya  
Stan Wilson, Ketaya  
Mary Lewis, Ketaya  
Norman Head, Ketaya  
Gloria Lavallee, Ketaya

### Executive Office

Rhonda Ross – Chief Executive Officer  
Carla Constant – CEO Exec Assistant  
Nicole Mead – Chief Financial Officer  
Tammy Constant – CFO Exec Assistant  
Nancy Dorion – O&O Exec Assistant  
Jerilyn Cowley – O&O Receptionist  
Shelley Sinclair – Intergovernmental Relations  
Tiar Wheatle – Communications



## Governance Highlights

OCN is a self-governing and culturally aware First Nation. It is represented by the Onekanew mena Onushekewuk. OCN Leadership conducts its business in the best interest of its 6,200 members. There are 8 branches within the organization including: Education, Health, Business Enterprises (PBDC), Child and Family Services, Government Services, Operations, Lands and Natural Resources and Infrastructure.

	2019-2020	2018-2019
Regular Meetings		20
Special Meetings		13
Community Meetings		5
Staff Assemblies		2
General Meetings		10
Band Council Resolutions		124
Total		397



## Financial Highlights

The overall strategy of OCN is to plan for a more successful, self-sufficient and healthy community. This is the evolution of OCN's vision of progress and independence through the combined innovative approach and intuition of past leadership and the knowledge of current leaders to secure financial resources through long-term investments for the benefit of future generations. OCN continues to have a strong focus on investing in the Paskwayak Limited Partnership and the Paskwayak NAC Investment Limited Partnership.

### Paskwayak Limited Partnership

Paskwayak Limited Partnership was formed in 2014 to hold OCN's 35% investment in Arctic Beverages LP which operate a distributor of food and beverage products. This investment has franchise agreements with PepsiCo Canada for the distribution of their products.

Arctic Beverages LP was originally financed using a bank loan and equity from PBDC group funds and was later refinanced using First Nations Finance Authority funds from OCN.

### Arctic Beverages LP

Manager: Sean Post

Goal/Accomplishment: Support OCN's overall investment returns.

Key Issue/Challenge: Coordinating distribution logistics with a broader distribution region while dealing with aluminum shortage. Overall economic conditions in Arctic Beverages' target market have increased even with the COVID-19 pandemic.

<b>Top three priorities of Arctic Beverages LP for 2019-2020 fiscal year</b>	
<b>1) Provide an Investment Return to OCN</b>	Arctic Beverages has been a profitable investment for OCN and the Partnership wishes to ensure that this continues.
<b>2) Develop a Strategy for Distributed Funds</b>	The Partnership is holding funds which has been received from Arctic Beverages and is working with PBDC and OCN to develop a strategy to deploy these funds.
<b>3) Ensure Alignment with Overall OCN Strategy</b>	The Partnership seeks to align its investment approach with OCN's overall strategy.

- For 2019 the total shareholder equity in Arctic Beverages LP is \$5,250,000.
- For the year ended December 31, 2019, Arctic Beverages allocated approximately \$909,000 of income to Paskwayak Limited Partnership and distributed approximately \$802,000 of that amount in cash.
- As of December 31, 2019, the overall profit after expenses was \$2,049,598.00 since inception and was holding \$1.4M of that amount in its bank account.
- The Partnership is currently working with PBDC and OCN to develop a strategy for deployment of these funds.

### **Paskwayak NAC Investment Limited Partnership**

Paskwayak NAC Investment Limited Partnership was formed in 2017 to hold OCN's cannabis sector equity investments. It received First Nations Finance Authority funds from OCN, which have been invested in: META Growth Corp. (formerly National Access Cannabis); Alternate Health Corp.; Trichome Financial Corp.; and OCN NAC Limited Partnership (Holds OCN 51% investment in the Otineka Mall META store).

#### **Publicly Traded Cannabis Sector Investments**

Goal/Accomplishment: Support OCN's overall investment returns.

Key Issue/Challenge: Fluctuations in share prices due to the overall evolution of the cannabis sector and capital market conditions.

#### **Otineka Mall META Store Investment**

Goal/Accomplishment: Ensure positive investment returns through increasing sales revenue and store profitability.

Key Issue/Challenge: Local economic conditions, transition from a start-up enterprise to a maturity.



Top three priorities for 2019-2020 fiscal year	
1) <b>Provide an Investment Return to OCN</b>	The investments held form part of OCN's overall Cannabis sector strategy. The Partnership seeks to generate financial returns for OCN over time.
2) <b>Oversee the Otineka Mall META Store</b>	The Partnership holds OCN 51% investment in the Otineka Mall META store and oversees its activities, development and generate annual financial returns to OCN.
3) <b>Ensure Alignment with Overall OCN Strategy</b>	The Partnership seeks to align its investment approach with OCN's overall strategy.

Most of these investments are traded on the stock market and have share prices which increase or decrease. Since March 2019, share prices have decreased for most Canadian cannabis companies after substantial 2017 and 2018 increases.

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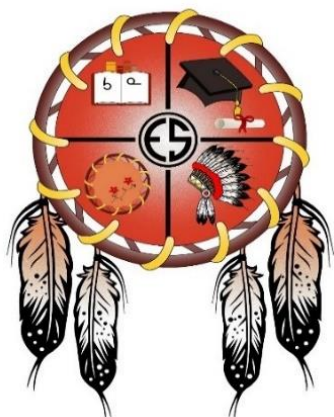
Paskwayak NAC Investment Limited Partnership reported an unrealized loss of \$4.6M in the year ended December 31, 2019 due to the reversal of past share price increases. At that date, the overall value of what it owns was approximately \$800,000 less than what it owes to others, primarily OCN.

### What's next for Paskwayak NAC Partnership?

Appointment of a new General Partner – PBDC has resigned as General Partner of the Paskwayak NAC Partnership as of September 2020. This provides an opportunity to appoint a new General Partner that will focus on securities investments for OCN.



# Education Services



**Overall fiscal year budget:** \$20,200,857

**Funders and general breakdown:** Indigenous Service Canada,  
Service Canada, Province of Manitoba

## Message from the Executive Director

*Tansi,*

Opaskwayak Education Services Inc. (OES) is a non-profit corporation responsible for delivery of educational programs for OCN members that range from Pre-Kindergarten through grade 12. The students living on-reserve attend Joe A. Ross School in the elementary years and then head to Oscar Lathlin Collegiate for junior and senior high.

OES also provides supports for OCN members that apply for funding as they engage in post secondary studies at colleges and universities of their choosing throughout Canada and United States.

There is also an employment and training program within OES. The staff within this program focus on development of OCN members so they can develop skills to become strong contributors to the work force in the area. There are various work development initiatives carried out through this program.

The Board of Directors approved a 5-year Education Strategic Plan for 2018- 2023. The strategic planning process was very much community driven. The community values for their children's education became very evident including: Mino pimatisiwin (the good life); Pasikonikewin (mentoring); Ayamitowin (communication); Wahkohtowin (kinship); Mamawiyatoskewin (working together); Mino pimaciwiwin (well being); and Wawasowewina (governance).

We have incorporated the 5-year Education Strategic Plan into our yearly planning process through a yearly action plan with participation all process areas. Together with the Elders and our staff, we work to achieve these identified priority areas. We continue to strengthen our Cree Language Immersion program at the elementary level. Also important to our educational programming is the Land based program. This program now operates from the Nursery right through to high school.

**Yours in Education,**  
**Bev Fontaine, Executive Director**



Board Members	
Chair/Onushekew	Jennifer Flett
Voting Member	Ingar Constant
Voting Member	Esther Sanderson
Voting Member	Ron Fidler
Voting Member	vacant
Junior O&O	Bronson Spence
Male Elder	Stan Wilson
Female Elder	Mabel Bignell



## Duties of the Board

- ✚ The Board will focus its energy and dedication to effective governance;
- ✚ The focus of the Board will be high level decisions, rather than the daily activities and operations of OES;
- ✚ In response to its community linkage, the Board of Directors will reassess its defined vision and mission of the future and realign its Strategic Plan and policies as necessary.

Top three priorities for 2019-2020 fiscal year	
1) <b>Expanding the Student Services Program</b>	Expanding to provide second education services. We have completed level two which includes clinician services through the Student Services Program.
2) <b>The success of the pilot program</b>	We are excited of the successful Home Building program with high school students through an Employment & Training Program.
3) <b>Further expansion to include third level education services.</b>	Students are also provided with knowledge, skills, and attitudes in the Cultural Education areas of Cree Language, Land based Education and OCN History. This area also includes the approval of the Cree language framework for implementation at the elementary level. In order to deliver quality education in these areas, OES has to develop the curriculum standards, content and supporting materials.



## Departments within the Education Branch

There are eight departments and programs available within the Education Services Branch including Student Services; Post-Secondary Program; Oscar Lathlin Collegiate; Operations, Maintenance & Transportation; Joe A. Ross School, Employment and Training; Human Resources; and the Hilda Young Child Care Center.



## Student Services

**Manager:** Jenn Bercier

**Budget:** \$2,240,352 for High-Cost Special Education

The primary focus of special education is to meet the individual learning and developmental needs of OES students.

### Accomplishments

- ❖ OES Student Services aims to adapt, modify, and individualize school programs.
- ❖ Within the capacity of our resources, we provide a continuum of inclusive services and interventions that are appropriate, goal-directed, and developed through comprehensive team consultation and collaboration.
- ❖ We developed a referral database, hired clinicians to offer direct services in real time, trained staff, created infrastructure to support the varying needs of students.

## Post-Secondary Program

**Manager:** Marlene G. Head

**Budget:** \$3,733,471

The primary focus on this department is to ensure there is support available for sponsored students heading into post-secondary education. There is a wait list and approval is decided through the board.



### Accomplishments

- ❖ Smart Work Ethics or soft skills training is newly implemented for all funded students – how to be a better student and how to incorporate these teachings when moving from student to employee.
- ❖ Focus was on communication, how to recognize different values of others, attitudes, ethics, commitment, honesty/integrity, attendance/punctuality, dependability/responsibility, digital dirt/gossip, power of image (hygiene, clothing, appearance, etc.), interpersonal skills including personal space, body language, rapport, voice, listening skills, following and giving direction, problem solving, choices, organizational skills like goal setting and time management.
- ❖ These smart work ethics are beneficial to help students internalize and be aware of “other important” aspects of being a respectable student and eventually an employee which definitely enhances their hard skills (certificate, diploma, degree) and will make them that much more sought-after in future positions.

### Challenges

- ❖ Inconsistencies of number of sponsored students assigned to Counsellors: One Counsellor had approximately 40, one had approximately 45 and one had approximately 80.
- ❖ This was due to keeping E&T students with one counsellor and one counsellor preference for only local students leaving another counsellor with much more students.





## Oscar Lathlin Collegiate

**Manager:** Ron Constant

**Budget:** N/A

The primary focus of Oscar Lathlin Collegiate is providing education for students in grades 7 through 12.

### Accomplishments

- ❖ Made use of the OCN Language and Cultural Framework (living document) to instill hands-on experiential learning through Project Based activities with our Cree Language, OCN History and Land-Based programs (*mino pimatisiwin*).
- ❖ The group led rapid response to the Pandemic shutdown of our school building to ensure the education of our

students with student access to online learning (*wakôtown*).

- ❖ Home building program (in conjunction with E&T, MITT and OCN) built two homes to for OCN housing to use (*mamawî atoskêwin*).

### Challenges

- ❖ The Key Issue(s) is a shortage of human resources and money/material.
- ❖ We continue to work with outside organizations for programming but far too often it takes a lot of time, effort and money to get up and running.

## Operations, Maintenance & Transportation

**Manager:** Omar Constant

**Budget:** \$ 301,566.92

The primary focus of this department is to ensure safety and to maintain all facilities up to provincial and federal standards within the education branch.

### Accomplishments

Networking and coordinating of staff under Operation, Maintenance & Transportation as COVID-19 started to become prevalent as the school was the first place to go shut down services. There was a lot of delegating of different duties that are not in the job description of employees however many were up to the tasks.

### Challenges

An on-going challenge is continuing to find funds for additional projects in relation to our operations.



## **Joe A. Ross School**

**Manager:** Karon McGillivray

**Budget:** N/A

The primary focus of Joe A. Ross School is providing education for students in Kindergarten through Grade 6.

### **Accomplishments**

- ❖ The expansion of the Kindergarten program from half day sessions to all day full week.
- ❖ The availability of Clinicians in the facilities including: School Psychologist, Occupational Therapist and Speech & Language Specialist.
- ❖ Access to in-house Math and ELA Facilitators.



## **Employment and Training**

**Manager:** Josh Brown

**Budget:** \$1,492,501

### **Accomplishments**

- ❖ Completing a single house unit with the high school students for OCN housing.
- ❖ Provided full time Sponsorship for 32 band members for Diploma/Certificate courses.
- ❖ Closing 201 case files to employed during the 2019/2020 fiscal year.
- ❖ Partnering with external service providers to put on Job Readiness Programs, Leadership Training, Continued work placement and community-based programming.

### **Challenges**

- ❖ Duplication of services between Employment and Training and other departments.
- ❖ Development options for staff are minimal.
- ❖ The lack of funding has limited the progress in providing programming to important initiatives such as Housing.



## Human Resources

**Manager:** Eleanor Dick

**Budget:** N/A

### Accomplishments

- ❖ Participated in meetings regarding a master HR policy for all of OCN Branches; assisted in Job Analysis Questionnaires (JAQ), and participated in OCN branch review of Broker.
- ❖ Updating and/or creation of new job descriptions for Opaskwayak Education Services Inc.
- ❖ Contribute to the Opaskwayak Education Services Inc. pillars by achieving company objectives which requires a competent team of human talent.

### Challenges

- ❖ Personnel Administration, which is time-consuming at Opaskwayak Education Services Inc. as it currently has the largest human capital out of OCN branches.



## Hilda Young Child Care Center

**Manager:** Cheryl Constant

**Budget:** 1,319,745

The HYCCC goal is to provide a service for OCN members both on and off reserve to which will help with childcare for their children from 0-6. There is also a free service for families to attend the Aboriginal Head Start Program which serves children from 12 weeks - 4 yrs.

### Accomplishments

- ❖ To advocate for more funding for more resources for the staff and children.
- ❖ Open more rooms to accommodate more children for the community on and off reserve that need child care services.

### Challenges

- ❖ It was a challenge for the transition to move under the Education branch in relation to HR issues and which policies to adhere to.
- ❖ Busing was challenging because of our parents parking and bus scheduling for drop off of students.
- ❖ Having no contractor bidding on capital projects to get projects started.

# Health Services



**Overall fiscal year budget:** \$ 10,262,429.00

**Funders and General Breakdown:** Indigenous Services Canada, First Nations Inuit Health Branch, National Res. Council Can, Northern Health Region, Manitoba Keewatinowi Okimakanak, OCN Grants, Gaming Grants, Other Revenue

## Message from the Executive Director

The Opaskwayak Health Services (OHS) branch is safe health delivery for the Opaskwayak Cree Nation. For nearly a decade, OHS has continuously advocated to increase services for membership. Before 2012, services were limited and we were mostly tied to the First Nation Inuit Health Branch.

Today, we have 42 programs available to the community ranging from Mental Health to the Physician Clinic. OHS aims to have the Seven Sacred Teachings at the forefront, giving our clients a holistic approach to healing.

In past years, there was an average of two deaths a month due to complications from diabetes. We are excited to report this has reduced considerably due to the educational and health efforts of our staff. Our region used to lead the way in amputees but this is no longer the case. With the knowledge gained from the NUKA Model of Care, the health of membership has definitely improved.

The future of OHS is the Phase II expansion. The new facility will include expanded physician services, diagnostic services (x-rays, etc.) dental, mental health, vision care, nutritionist, and dialysis machines. The target is to ensure increased and well-organized services are available. OHA uses Best Practices to ensure quality care of all clients.

The vision of OHS is clear and we are committed to ensuring membership has a high-quality center with the best people delivering health services.

### Yours in Health,

N. Glen Ross, Executive Director of Health

.....

### Duties of the Board

- To ensure the delivery of health services to the resident's on reserve is administered.

Board Members	
Chair/Onuscheke	William J. Lathlin
Voting Member	Wilma Cook
Voting Member	Louis Personius
Voting Member	Derrick Sanderson
Voting Member	Doris Young
Junior O&O	Arianna Bignell-Beardy
Male Elder	Pat Personius
Female Elder	Audrey Gareau



Top three priorities for 2019-2020 fiscal year	
1)	Acquire funding and human resources for the Phase II expansion of health services.
2)	Continue to develop the Primary Care Clinic that will expand into Phase II (NUKA Model of Care).
3)	Increase the percentage of certified staff through professional development, staff education and mentoring.

## Departments within the Health Branch

There are eight departments and programs available within the health services branch including Clinical & Primary Care, Home and Community Care, Non-Insured Health Benefits, Mental Wellness Department, Rod McGillivray Memorial Care Home, Finance & Administration, Human Resources and OCN Smart Farm.

### Clinical & Primary Care

**Manager:** Marie L. Jebb, RNB

**Budget:** 1,030,435.00

These programs include the community health nursing providing public health, communicable disease control, etc., utilization of Clinical Practice Guidelines for Management of CDC Protocols and Manitoba Health Guidelines and protocols for immunization programs. Another area of focus is providing trauma-informed care and practice. There is collaborative interdisciplinary utilized with all teams.



### Accomplishments

- ❖ Immunizations throughout the life span of infants, preschool, school, and adults.
- ❖ Expansion of physician clinic services.
- ❖ The model of care delivered ensures services have emphasis on physical, mental, emotional, and spiritual well-being.

### Challenges

- ❖ Rapidly expanding health care services with the need for increased human resources and adequate space to accommodate services.



## Home and Community Care

**Manager:** Linda M Chartrand RN

**Budget:** \$1,064,921.00

First Nations Inuit Home & Community Care (FNIHCC) Program are mandatory services that have a direct impact on the health and safety of community members. They have a strong clinical component and require that health staff have certain credential/certification/licensing and meet practice standards to ensure quality client care is being provided.

### Accomplishments

- ❖ Home & Community Care provides ongoing client home & office visits, foot care, wound care, palliative care, respite, personal care, home support care, case conferences, reassessments, medication reviews, education, advocacy, admissions & discharges, Equipment Loan-outs, Lifeline, and Meals on Wheels services.
- ❖ The Health Care Services delivered include Acute, Chronic, Palliative, Wound and Foot Care.

### Challenges

- ❖ Increase community need for health and prevention education awareness to aid in deterring health related illness in the young population.

## Non-Insured Health Benefits

**Manager:** Jennifer Banhegy

**Budget:** \$0.00

The Non-Insured Health Benefits (NIHB) is involved in project management with the Executive Director in providing statistical information to obtain specialist services within the Opaskwayak Health Services.



### Accomplishments

- ❖ In compiling and submitting the statistical information and having the services in the Beatrice Wilson Health Centre, the NIHB department encountered a surplus in the Medical Transportation two years in a row.
- ❖ The surplus also allowed additional staffing in the NIHB department.

### Challenges

- ❖ Shared data base with OCN entities to avoid duplicate services.



## Mental Wellness Department

**Manager:** Sarah Linklater

**Budget:** \$1,314,939.00

The focus of this department includes prevention, education, advocacy and empowerment. The Mental Wellness team has five programs running to ensure the various needs of the Communities are addressed in a timely manner.



### Accomplishments

- ❖ *Mental Wellness*- Acute Psychiatric referrals and follow-ups, Psychoeducational therapies etc.
- ❖ *Opioid Agonist Therapy*- Withdrawal Management Unit for Opioids.
- ❖ *Mino Pimatasiwiwin (living the good life)*- Land based program aimed at youth to keep them out of the Justice System.
- ❖ *Learning Circles/ MKO Mobile Wellness Team*- Team set up to support all Integrated care teams in capacity building and counselling in 7 Communities.
- ❖ *NNADAP*- Provides addictions counselling/ referrals and support.

### Challenges

- ❖ Require our own Treatment Centre with Detox Management Unit to reduce wait times.
- ❖ Need a housing unit to stabilize OAT clients that travel to OCN for induction into the program.

## Rod McGillivray Memorial Care Home

**Manager:** E. Russell Constant

**Budget:** \$4,390,342.00

The operation currently houses thirty (30) resident beds at full capacity. The residents are comprised of mainly Opaskwayak Cree Nation members and other neighboring regional First Nation communities.



### Accomplishments

- ❖ A diesel generator was installed to provide back-up power for forty-eight hours consecutive in the event of a hydropower failure.
- ❖ We are in the process of recruiting Human Resource and Finance personnel.
- ❖ A project team is in place to plan for a new facility, which will consist of 60-80 beds as well as separate assisted-living units.

### Challenges

- ❖ Rapid Growth, Staff turnover and Organization Disability Rates.

## **Finance & Administration**

**Manager:** Jeannie M. Carriere, CAFM, CAPA

**Budget:** \$ 1,232,489.00

The focus of this department is to provide oversight and monitoring of the organization's annual operating and capital budgets along with financial information reporting, including monthly, quarterly, and annual reports. Ensuring the internal control practices and internal audit processes are adhered to and in accordance with the Generally Accepted Accounting Principles (GAAP).

### **Accomplishments**

- ❖ Launched website for Opaskwayak Health Authority along with continuous monitoring.
- ❖ Purchased Capital Equipment for the Mental Wellness Department, Jordan's Principal Child First Initiative and Home Care Team to transition to the new location.
- ❖ We also provide quarterly financial reports to Nicole Mead, Chief Financial Officer, Opaskwayak Cree Nation.
- ❖ Coordinated OHA Planning Session for the Board of Directors, O & O along with Sr. Management to discuss the overall operations and Phase II on November 21 & 22, 2019.

### **Challenges**

- ❖ Ensuring we had the resources for the Opioid Replacement Therapy Program for the 2020-2021 Fiscal Year.
- ❖ Working with ISC and ISC-FNIHB on a regular basis to ensure funding, reporting and deliverable are being met for all programs.



## Human Resources

**Manager:** Carol Buchberger

**Budget:** \$0.00

This department focuses on the staff personnel. This also includes board orientation and support as well as helping with student practicum placements (University of Manitoba – B. Nursing Program).

### Accomplishments

- ❖ Northern Health Region Steering Committee participants.
- ❖ Strategic planning sessions.
- ❖ University of Manitoba Research Project participation.
- ❖ Specialist Services Business Case.
- ❖ Specialist Services Partnership with Shared Health Manitoba.

### Challenges

- ❖ Staff turnover and Organization Disability Rates.

## OCN Smart Farm

**Manager:** Joan Niquanicappo

**Budget:** \$0.00



The OCN Smart Farm is located at the OCN Veterans Hall and has produced 77 different varieties of plants. The OCN Smart Farm is energy efficient: vegetables grow fast and are grown with precision year-round.

### Accomplishments

- ❖ Research through University of Manitoba to identify vegetables that combat Type II Diabetes.
- ❖ We also are working with the Red River College to assemble Smart Farm 40-foot and 20-foot containers for retail to communities that want the capacity to grow its own produce.

### Challenges

- ❖ We need a long-term solution to manufacture the Smart Farms at home.



## Special Projects on the Go

*Beatrice Wilson Health Centre- Phase II Expansion* - Negotiations have been halted due to the Pandemic – COVID-19. We need to negotiate to access funding for Phase II from both levels of government along with other possible funders. The cost for Phase II - Expansion is approximately \$77 Million.

*Specialist Services*- The Northern Regional Health Authority expressed interest in housing their specialists in our facility.

*Northern Healing Lodge*- Discussions are ongoing regarding the need to build a Treatment Centre.



## Business Enterprises (PBDC)



### Message from the Chief Operating Officer

I am Ginger Martin, the Chief Operating Officer of Paskwayak Business Development Corporation (PBDC) – the Business Enterprises Branch of Opaskwayak Cree Nation. PBDC is a holding company that oversees a range of businesses and investments for OCN. PBDC's main focus is to pursue business opportunities, investments and drive economic development in our region contributing to the wealth of OCN and its members.

With the driving force of the OCN Procurement Policy and along with providing small business support to our membership, PBDC is empowering our people to pursue their own economic independence. Together we continue to build upon our past leaderships vision of “Progress and Independence” for OCN.

**Ekosani,**

**Ginger Martin, COO of Business Enterprises**



Board Members	
Onekanew (Ex-Officio)	Christian Sinclair
Voting Member	Judy Head
Voting Member	Bernd Christmas
Voting Member	Jamie Wilson
Voting Member	vacant
Voting Member	vacant
Junior O&O	N/A
Male Elder	Norman Head



### Duties of the Board

- On behalf of OCN, the PBDC Board provides governance and guidance to the organization and its businesses to pursue economic and investment opportunities and conduct proper financial management of OCN business assets.

Top three priorities for 2019-2020 fiscal year	
<b>1) Financial Management</b>	Improvement of Financial Management of Business entities and increased revenues and operation efficiencies while adding an Operations Manager, HR and Economic Development position to the to the PBDC team for Management support and small business support for OCN membership;
<b>2) Business Holdings Assessment</b>	Business-focused decisions to strengthen corporate holdings. This included selling the Pinisew Energy Gas Bar to stop financial stresses and losses for OCN. We also assessed our business operations and made the sound business decision to either close or sell which was done identifying the role that small business has in the overall function, goal, and vision of Paskwayak Business Development Corporation;
<b>3) Partnership and Joint Venture</b>	The creation new Partnerships and Joint Venture opportunities for projects to not only create new revenue streams but to build our memberships' small businesses, provide training and employment opportunities throughout our community.

## Departments within the Business Enterprises Branch

There are four departments within PBDC including: Otineka Development Corp. Ltd, OCN Shell Gas Bar, Kikiwak Inn and Sports Traders.

### Otineka Development Corp. Ltd

**Manager:** Paywahpun Carriere  
**2019 Audited Net Income:** \$151,054.00

#### Accomplishments

- ❖ Filled all vacant leasable areas to 98% full occupancy, replaced 5 HCAV air systems (million-dollar upgrade)

#### Challenges

- ❖ No new retail tenants as our customer base/market too small to attract retail tenants, and the lack of office space which is in demand an increase in mall operating costs and consulting.

### OCN Shell Gas Bar

**Manager:** Marcel Chief  
**2019 Audited Net Income:** \$148,170.00

#### Accomplishments

- ❖ Exceeded sales for fuel and confectionary buy 7% over previous year.
- ❖ Notified Shell Canada that OCN will NOT be renewing contract and giving our official notice to terminate.

#### Challenges

- ❖ Building repairs/upgrades, water line needed replacing and high staff turnover.



## Kikiwak Inn

Manager: Gerald Lathlin

2019 Audited Net Income: \$121,116.00

### Accomplishments

- ❖ New POS system to improve inventory control.
- ❖ Revamp new menu and restaurant name.

### Challenges

Decrease in room sales which decreased sales; customer service training; identifying operating efficiencies in restaurant and lounge.

## Sports Traders

Manager: Derek Constant

2019 Net Income: ***\$(-163,820.00)***

### Accomplishments

- ❖ Got three new suppliers - Sketchers, Champion, and Colerico clothing.
- ❖ Revamped store floor space for better customer control.

### Challenges

- ❖ Lost suppliers like Nike (big seller); online shopping; local competition; lack of marketing; inventory control; less hockey sales.

## Special Projects on the Go

During the 2019-2020 fiscal year, Paskwayak Business Development Corporation oversaw many successful initiatives, made to strengthen our overall bottom lines. These included:

**Lagoon Joint Venture-** Ensured local content exceeded budget of \$1.2 million spent in OCN through hotel, gas, and employment for OCN member and local contractors.

**Aerospace-** Completion of the Aerospace Business Plan on August 12, 2019, presented to O&O – an ambitious project but was ultimately shelved and subject to further review and research, risks assessment, start-up costs and confirmation of more government funding.

**Strategic and Corporate-** Passing the new Paskwayak Business Development Corporation Strategic 5-Year Plan for 2019-2023 and launched a new professional corporate website.





# Child and Family Services Branch



**Branch:** Child & Family Services

**Overall fiscal year budget:** \$10,514,438.41

**Funders and general breakdown:** Indigenous Services Canada,  
Province of Manitoba & Inter-Departmental Transfers

## Message from the Executive Director

The Opaskwayak Cree Nation (“OCN”) Child and Family Services Agency (the “Agency” or OCNCFS) received its mandate in April 1, 2005. The purpose of the Agency is to provide culturally appropriate services and supports to strengthen families within OCN and the Province of Manitoba.

The head office of the Agency is located on OCN. The office provides community-based services by incorporating both child protection services and prevention programs. Emphasis is placed on the safety of children and the steadfast concept of family entity and reunification. The Agency has a sub-office in Winnipeg, Manitoba. The Winnipeg sub-office provides additional support for our children that are placed in Winnipeg/southern region for various reasons, such as proximity to treatment centers, to meet medical needs of the child, and for specialized/group home placements.

There are almost 3,000 people under the age of 18 years old that form OCN. The community faces problems in areas such as the following: Poverty and unemployment; Lack of housing in the community creating overcrowding and poor living conditions; Mental health issues; Physical disabilities; Youth violence; and Alcohol and drug use (prescription and illegal drugs).

At OCNCFS we been starting to question why we have seen an increase in Provincial Wards been transferred to the agency. Is it because of the housing shortage on reserves, or health related where the families have to move off the reserves to access better housing or meet their health concerns? These families come into contact with a DIA or ANCR and then become involved in the system.

There are limited treatment facilities in the community to deal with many of the issues encountered. There are currently no physical and/or mental therapists whom are resident on-site in the community. A housing shortage create challenges in attracting Agency staff and in transitioning youth OCNCFS to independent living.

Over the past year we continue to have seen an increase in meth homes on the reserve, there are health concerns with the residue of this chemical drug, especially for children and elders who may reside in the residence. We have been collaborating with health and housing to solve these issues. The real need is training for CFS workers, Health and Housing employees around safety and dealing with clean up and working with the addicted individual. There is a greater need to develop a treatment facility in the community, the collaterals and community want a treatment centre in the community and not in Winnipeg, Thompson, Brandon areas.

**Myrna Flett, Executive Director of OCN CFS**

Board Members	
Chair/Onushekew	Edwin Jebb
Voting Member	Patti Constant
Voting Member	Tricia Dick
Voting Member	Flora Young
Voting Member	Loretta Kirkness
Junior O&O	vacant
Female Elder	Barbara Constant



## Duties of the Board

- ✚ To approve and enforce the policies of the Agency.
- ✚ To hire an Executive Director.
- ✚ To provide guidance and policy direction to the Executive Director for carrying out the mandate of the Agency.
- ✚ To ensure the safety and protection of all children.
- ✚ To ensure that proper and adequate professional standards of service are carried out.
- ✚ To ensure the Board adheres to Code of Ethics.
- ✚ To maintain, amend, and enforce the Agency's By-Laws.
- ✚ To ensure that financial records are kept according to the Agreements, Memorandum of Understanding, Retention Laws and Agency Financial Policy.
- ✚ To enter into contracts necessary to carry out the operations of the Agency.
- ✚ To ensure a positive working relationship with Chief & Council.



Top three priorities for 2019-2020 fiscal year	
1) Work with OCN on Re-Organization.	Include OCN CFS Human Resource Unit, OCN CFS Finance Unit. Have a planning session with all affected staff. Executive Director, Finance Unit Supervisor, Human Resource Unit Supervisor to work on a smooth transition with minimal staff concerns.
2) Continue with Provincial Single Envelope Funding (Block) Changes.	Finance Unit Supervisor to request funding level for 2020-2021. Finance Unit Supervisor and Special Rates Coordinator to work on monitoring maintenance expenses and manageable funding shortfalls.
3) Own Office Building.	Executive Management to develop a plan to start the construction of our own office building. OCN would own the building. With the Agency having their own office building this would allow all staff to work together in one building.



## Departments within Child and Family Services

There are eight departments within OCNCFS including: Child Protection Unit, Intake Unit, Finance Unit, Alternative Care Unit, Human Resources Unit, Family Enhancement Unit, Quality Assurance Unit, and the Winnipeg Unit.

### Child Protection Unit

**Manager:** Kerry Bignell

**Budget:** \$728,823.03



#### Accomplishments

- ❖ Culture camp where children in care camped out over the weekend in Moose Park in 2019 and they learnt traditional skills teachings required during outdoors.

#### Challenges

- ❖ Having an in-house therapist just for children in care and a back-up plan in place for children in school that are not attending regular school.



### Intake Unit

**Manager:** Angela Ballantyne-Sinclair

**Budget:** \$460,911.31

#### Accomplishments

- ❖ Completed backlog of intake entries into CFSIS System. As a result, we see less apprehensions and can focus on prevention.

#### Challenges

- ❖ Securing a full complement of staff at Intake.



## Finance Unit

**Manager:** Wanda McCorrister

**Budget:** \$1,013,932.76 (includes Finance, Human Resource & Administration)

### Accomplishments

- ❖ Created a new operating budget format and incorporating universal rates.

### Challenges

- ❖ The biggest challenge was an outdated filing system, with no current information that was quickly accessible.

## Alternative Care Unit

**Manager:** Donna Janzen

**Budget:** \$536,044.56



### Accomplishments

- ❖ Pursue housing (10 units) for foster parents and Independent Living for Children aging out of care.
- ❖ Five foster families are committed to the purchase of these homes, making their payments over twenty-five years. Building of new housing will start in spring, 2021.
- ❖ Five Plex for Independent Living, the blueprints are completed and it is hoped that a contractor can be secured to start building this unit prior to the end of 2020.

### Challenges

COVID-19 Restrictions and Resulting Stressors on foster families and staff.



## Human Resources Unit

**Manager:** Cyril Potolicki

**Budget:** \$1,013,932.76

(includes Human Resource, Finance & Administration)

### Accomplishments

- ❖ Started working on implementing the master personnel policy as part of the OCN Re-Organization process.
- ❖ Worked with other Human Resources to make sure OCN CFS personnel policy fits with the master policy.



### Challenges

- ❖ The current salaries are in need of updating, especially the front-line salaries. The challenge is to come up with a framework to fairly pay the workers based on their education and experience so as to prevent our employees from leaving to work at other competitive Agencies.

## **Family Enhancement Unit**

**Manager:** Martha Budd

**Budget:** \$842,492.85

### **Accomplishments**

- ❖ July 2019 culture camp that was coordinated by family enhancement staff was very successful. The event had an estimated 250-300 participants from community members of Opaskwayak.



### **Challenges**

- ❖ Every referral is based case by case and what that family's needs are. The challenges our department has faced during this report is having clients follow through with programs and referrals.

## **Quality Assurance Unit**

**Manager:** Marlene McDermott

**Budget:** \$592,951.80 (includes Management)

### **Accomplishments**

- ❖ Replaced the FACTS case management database.
- ❖ This is the first year we only began using the Child and Family Services Information System (CFSIS) as a stand-alone database for our agency. Before we had been using FACTS and CFSIS to enter information on cases.
- ❖ CFSIS is a provincially approved database that all Northern Child and Family Services Agencies use.

### **Challenges**

- ❖ The challenge is not having a backup system when CFSIS goes down. This system is the only means of having to enter or upload information our cases so other case workers can have quick access to pertinent information and tracking statistics.

## **Winnipeg Unit**

**Manager:** Milton Courchene

**Budget:** \$899,776.81

### **Accomplishments**

- ❖ Held a Cultural Camp at Birds Hill July 22 to 26, 2019. OCNCFS Winnipeg Sub-Office recruited 2 OCN Elders for the camp. Teachings included a Pipe Ceremony, Naming Ceremony, Teepee Building and Traditional Sweat lodge.

### **Challenges**

- ❖ Finding land to lease for a permanent site to conduct such events. The site at Birds Hill had many challenges such as obtaining licensing for fire regulations and using wood from the park.

# Government Services Branch

**Overall fiscal year budget:** 2019/2020

**Funders and general breakdown:** Indigenous Services Canada,  
Interdepartmental transfers (various),  
Commercial Property rentals.

## Message from the Executive Director

*Tansi*, since OCN's reorganization plans in 2019, The Pas Band Development Authority was restructured and renamed the Government Services Branch. Government Services was led by Judy Head for over 30 years. Her contributions to this branch are acknowledged and we wish her all the best in her retirement!

After Judy's departure, Delilah Young was the Interim Director for Government Services. We also thank her for her leadership during the transition period.

With the direction of the Government Services Board, Government Services continues to strive for better service to and for OCN members.

As part of reorganization, during 2019-2020, the Treaty Land Entitlement Department transitioned under the Lands and Resources Branch. The Day School Intake Clerk, who was working out of the NRC Office was transferred to Government Services. BDA Property Management began its transition under the Infrastructure Branch in November 2019; however, before this transition could be completed, BDA Property Management was returned to Government Services by March 2020.

The reorganization of Government Services also included the creation of two departments to be implemented by the beginning of the of the 2020-2021 fiscal year including: Protective Services (Fire Dept., Safety Officers, and Animal Control) and the Legal, Policy and Research Unit (Policy Analyst, and Research and Legal Technician).

The Branch also provides administrative support to the OCN Election Board. For much of 2019-2020, the Elections Admin. Officer remained vacant, and the BDA/Government Services admin. support covered in the interim. The Election Board Admin. Officer position was finally filled in February 2020.

The Executive Director of Government Services is responsible for management of the Branch, for liaison with other OCN Branches, and provides support to the OCN Executive management team.

**Sincerely,**

**Jennifer Lavallee-Bignell, Executive Director of Government Services**





Board Members (Oct 2019- April 2020)	
Chair/Onushekew	Sidney Ballantyne
Voting Member	Diane Pelly
Voting Member	Vincent Sinclair
Voting Member	Jocelyn Dorion
Voting Member	Alvin Merasty
Junior O&O	Elyse J. Lathlin
Male Elder	William G. Lathlin

Board Members (April 2019- Oct 2019)	
Onushekew	William J. Lathlin
Onushekew	Edwin Jebb
Voting Member	Diane Pelly
Voting Member	Pat Personius
Voting Member	Alvin Merasty
Voting Member	Doris Young
Male Elder	William G. Lathlin
Junior O&O	April Harris

## Duties of the Board

- ✚ Provide guidance and administrative direction with regards to all departments under Government Services.
- ✚ The Government Services Board of Directors meets on a monthly basis - every last Monday of each month.
- ✚ The Government Services Board also serves as The Pas Band Development Authority Inc., a legal entity of OCN.
- ✚ The Board Members are also members for The Pas I.R. Corp., the OCN Citizenship Committee, and the OCN Gaming Commission.

Top three priorities for 2019-2020 fiscal year	
1) Strengthening Legal	Strengthen legal component for Opaskwayak Cree Nation by providing thorough and effective policies to all branches through the Legal and Research Department
2) Professional Services	Provide professional, efficient services to OCN Membership in all areas of Government Services including Public Safety, Administration, and Property Management
3) Transition from RCMP to First Nations Policing	Ensure smooth transition of Manitoba First Nation Police services headquartered in OCN's Police Building on Waller Road to provide essential police services to community of Opaskwayak Cree Nation

## Departments within Government Services

There are five departments within Government Services including: Legal & Research, Property Services, Membership, Gaming Commission and Day School Claims.

## Legal & Research

**Employees:** Delilah Young, Legal Technician; Robbie Niquannicappo, Policy Analyst

**Budget:** N/A

The Unit is responsible for: Policy Development; By-Law drafting; Filing Corporate Annual Returns; and Litigation File Management such as the 6(2) Case and Grand Rapids Forebay Case.

**6(2) Case-** The 6(2)-case progressed although activities were curtailed to stay within the approved budgeted amount. OCN legal counsel, Jerch Law, focused the 2019-2020 fiscal year to prepare the list of archival evidence that will be used in court and to seek the Crown's responses to OCN's interrogatories.

In spite of budgetary restraints, one of two expert reports was completed in late 2019. O&O accepted and approved the expert's report in January 2020. In February 2020, O&O approved a third expert to be retained for the 2020-2021 fiscal year.

**Grand Rapids Forebay Case-** In the 2018-2019 fiscal year, OCN legal counsel Harley Schachter of Duboff

Edwards Haight was instructed to proceed on this matter through the litigation process. Very little activity occurred during the 2019-2020 fiscal year. However, litigation activities resumed for the 2020-2021 fiscal year.



### Accomplishments

- ❖ Liaison with Legal Counsel to ensure Federal Court deadlines are met and research tasks are completed.
- ❖ Regular review of Professional Legal Fees expenses and preparations.

### Challenges

- ❖ The major challenge was financial restraints as the Professional Legal Fees budget was \$55,000 to cover litigation and general counsel expenses.
- ❖ Lack of communication: to be provided clear and detailed instructions from the Executive or O&O to effectively and efficiently complete tasks, response to queries for clarification.



## Property Services

**Manager:** Norman McGillivray

**Budget:** \$67,589

### Accomplishments

❖ Updating Applications, Strengthening Commercial rental policies.

### Challenges

- ❖ CFS building fire.
- ❖ # 10 Additions – who administers.
- ❖ Commercial Buildings, Properties are aging.

## Membership

**Manager:** Florence Constant, Registrar

**Assistant Registrars:** Odette McGillivray and Rochelle Campbell

**Budget:** \$82,180



### Accomplishments

- ❖ Over 350 Certificate of Indian Status Cards were issued during the fiscal year of 2019-2020.
- ❖ Training continues in this area to implement the use of Secured Certificate of Indian Status Cards for improved format.
- ❖ Goal is to make OCN Membership Department the Regional Hub for clients in other First Nations.

### Challenges

- ❖ Funding increase needed to support the administrative costs of assisting other First Nations in areas of membership.

## Gaming Commission

**Manager:** Stephanie Connors

**Budget:** \$40,100



Provide advisement and administer gaming operations protocols on OCN.

### Accomplishments

- ❖ OCN GC is working toward reestablishing the Nevada booth at Otineka Mall once able.

### Challenges

- ❖ Application protocol adherence.
- ❖ Social media fundraising.



## **Day School Claims**

**Employees:** Wilma Cook, Claims Officer

**Budget:** N/A

### **Accomplishments**

- ❖ Helped approximately 600 clients to date including surrounding Swampy Cree communities and some in the Province of Saskatchewan.
- ❖ Communication in Cree with Elders.
- ❖ clients that are illiterate.
- ❖ Clients trust the Claims Officer so they often speak freely and comfortably to share their past experience with Day School.

### **Challenges**

- ❖ Biggest challenge is the location of the office, three flights of stairs; some elders do not have the energy to walk up as there is no elevator.
- ❖ Do not have a private area to work in so clients can share their stories with me for documentation. All of their stories are highly confidential with sensitive emotional memories.

## **Special Projects on the Go**

*Property Management-* #10 Additions – Big Eddy Settlement, 14-unit transfer from Manitoba Housing; develop effective Residential Rental Management Policy

*Covid Security Initiative-* Ongoing efforts for Effective Security Operations

*Paralegal Program–* Future OCN Legal Firm



# Operations Branch



**Overall fiscal year budget:** \$1.43 million

**Funders and general breakdown:** Indigenous Services Canada,  
Interdepartmental transfers (various)

## Message from the Executive Director

*Tansi*, I am Louise Contois and I am the Executive Director of the Operations branch within the Opaskwayak Cree Nation. This branch was formerly known as OCN proper and had a strong focus on Finance and Administration. With the directive from the Onekanew mena Onuschekeewuk to centralize and standardize it was determined that all finance, human resources, communications and information technology would streamline through this branch. The goal is to have this done and completed by the 2021-2022 fiscal year. I encourage you to take the time to absorb the information below to get an idea of the vast layers and ongoing work of the Operations branch.

**Ekosani,**

**Louise Contois, Executive Director of Operations**

Board Members	
Chair/Onuschekeew	Maureen Brown
Voting Member	Caroline Ducharme
Voting Member	Norma McLean
Voting Member	Noreen Singh
Voting Member	vacant
Junior O&O	Lee Genaille
Female Elder	Mary Lewis

## Duties of the Board

Primary focus of the board is currently to centralize HR policies from all 8 branches and combine all into one master HR policy.

Top three priorities for 2019-2020 fiscal year	
1) <b>Redefining Centralization and Standardization</b>	Initially, there was some fear across the OCN organization this meant the loss of autonomy to all of the branches that have worked separately throughout the decades. There was a lot of effort put into teambuilding and helping shape a framework that balances western and Cree knowledge.
2) <b>Expanding Information Technology</b>	As OCN worked toward centralization it was evident there was not a lot of technical support including spotty internet connection. With contributions from all branches, OCN was able to get fibre optics in most public and community buildings. This has allowed OCN to redefine the possibilities of business meetings internal and external.
3) <b>Introducing the new and revised Operations Branch</b>	Expansion and blending of departments such as Finance, Human Resources, Communications and Information Technology. You will notice the Operations branch is unique because it intertwines and weaves through all of OCN's seven other branches.

## **Departments within the Operations Branch**

There are four departments within Operations including: Human Resources, Information Technology, Finance, and Natotawin.



### **Human Resources**

**Manager:** Courtney Hester

**Budget:** \$650,000 for Finance, Human Resources, & I.T. combined

### **Accomplishments**

- ❖ Integrating Job Analysis Questionnaires (JAQ), New Human Resources Tools, and Integrating a master HR policy for all of OCN including renewing job descriptions and assessments.
- ❖ There was also creation of new templates such as request to advertise, termination checklist, recruitment checklist, and casual hiring forms.
- ❖ These tools were created to help managers and HR with information for best hiring practices.

### **Challenges**

- ❖ A key issue included reminding employees that JAQ's don't equal job loss.
- ❖ The biggest challenge was outdated filing and technology.



## Information Technology

**Manager:** Dennis Lathlin

**Budget:** \$650,000 for Finance, Human Resources, & I.T. combined

### Accomplishments

- ❖ *Technology Upgrades*- This accomplishment included a collaborated effort from all 8 branches offering both staff and financial support. Along with fibre optics, there was Cisco phone installation for every employee of OCN, as well as boardroom technology upgrades within some of the branches.

### Challenges

- ❖ One of the biggest challenges was working through the financial billing issues for internet and phone, which included trying to get all 8 branches connected to one service provider.



## Finance

**Manager:** Darryl Bauer (April – December), Jeremy Bignell (February – March)

**Budget:** \$650,000 for Finance, Human Resources, & I.T. combined

### Accomplishments

- ❖ *Elders Subsidies*- This was the first year that OCN provided a Hydro Subsidy during the Northern Winter months of October to April. Each Elder was given an additional \$110 for their utility expenses, with the amount permanently increasing to \$150 for the months of March & April.
- ❖ Elders also received a Grocery Subsidy of \$75 a month during the 2019-2020 fiscal year.

### Challenges

- ❖ With OCN providing support of its community of Elders, Finance wanted to ensure that no Elder was missed in the program. If any Elder for any reason was missed for any duration of time during the Winter months – OCN Finance ensured they were justly retro-beneficiaries of this thoughtful & yet growing program for Elders.

## Natotawin

**Manager:** Sheryl Crain

**Budget:** \$70,000

### Accomplishments

- ❖ *Scheduling*- Publishing the newspaper bi-weekly on time while trying to get regular submissions from OCN's branches for content for the 8 pages of the Natotawin.

### Challenges

- ❖ The biggest challenge continues to be running a paper on minimal budget and one staff member.
- ❖ Another challenge is there is currently no delivery service to homes and not everyone has access to the Natotawin.



## Special Projects on the Go

The following special projects within the Operations branch have been directives from the Onekanew mena Onuschekekewuk.

*Wi Chi To Win Fund*- This fund ensures families have financial support when it comes to life and death situations that are not always covered in programs and services that OCN offers.

*Elders subsidies*- As Cree people we are accustomed to respecting our Elders including ensuring financial support when needed. Elders that are homeowners will get a subsidy that will go towards hydro, food, etc. This special project has administrative support through Jeremy Bignell.

*Junior O&O*- The 2019-2020 fiscal commitment to Junior Onekanew mena Onuschekekewuk was \$30,000. Most of the funding went toward events for youth including dances and contests.

*OCN Storm*- The financial commitment to this Junior B hockey franchise was \$90,000 to ensure OCN youth an opportunity to play a higher caliber of hockey beyond the minor hockey program. The majority of this funding commitment goes toward staffing.

*Churches*- An annual financial support of \$140,000 for Church of Messiah and Church of Redeemer. The bulk of the funding goes toward maintaining the buildings, supplies, bills and clerical support.

*Restorative Justice*- While the majority of the restorative justice funding comes from the Manitoba Keewatinowi Okimakanak, OCN makes an annual contribution of \$20,000. This funding goes toward lobbying efforts for reconciliation.

*Canada Summer Jobs* - Every summer the Opaskwayak Cree Nation offers 8-10 weeks of employment for high school and returning post-secondary students. This is an opportunity that allows those entering the work force to gain valuable work experience. The \$16,000 commitment goes toward the wages of these seasonal workers.

# Lands and Natural Resources Branch

**Overall fiscal year budget:** \$1.8 million

**Funders and general breakdown:** Indigenous Services Canada, Interdepartmental transfers (various), Manitoba Treaty Land Entitlement Committee, Manitoba Hydro-Wuskwatim; Rents/fees, Lands Advisory Board Resource Centre, Nature United, Proposals.

## Message from the Executive Director

*Tanisi*, I am Edith Spence. I was Interim Director of Lands and Natural Resources Branch in November 2019 and later hired as Executive Director (new fiscal year). My previous position was the Land Manager. In both the positions I work with the elected Land Authority.

The Lands and Natural Resources Branch encompasses all land use, whether the use is on or off reserve land. Lands Division's mandate is in accordance with the Opaskwayak Cree Nation Land Code and its Land Law. The TLE Department's mandate is in accordance with the Treaty Land Entitlement Framework Agreement. The Natural Resources Department mandate comes from agreements and O & O. The Lands and Natural Resources Branch deals with both on-reserve and off-reserve (traditional territories) compliance, monitoring, consultation, and protection.

The reorganization approved by Onekanew mena Onushekewuk in July 2019 has brought Lands Division, Treaty Land Entitlement (TLE) Department, and Natural Resource Department under one Branch. From August 2019 to March 31, 2020 the Lands and Natural Resources Branch has been working towards aligning the management and reporting system. As part of the reorganization, Natural Resources Department moved into the Post Office Building. All lands related activities are now in one building located on 151 Fischer Avenue, on the top floor.

For the fiscal year 2019/2020, the Lands Division continue bringing their issues, concerns, laws, consultations, and approvals to the Land Authority. This process has been in existence since August 1, 2002. The Land Authority is elected in accordance to the "Land Law for Establishing a Land Authority," therefore the Land Division continue with their mandate through the Land Authority.

In streamlining, towards alignment, a Planning and Priority session was held on August 8 and 9, 2019. The Lands Division, TLE Department, and Natural Resources Department came together to present each of their work plans to the Land Authority.

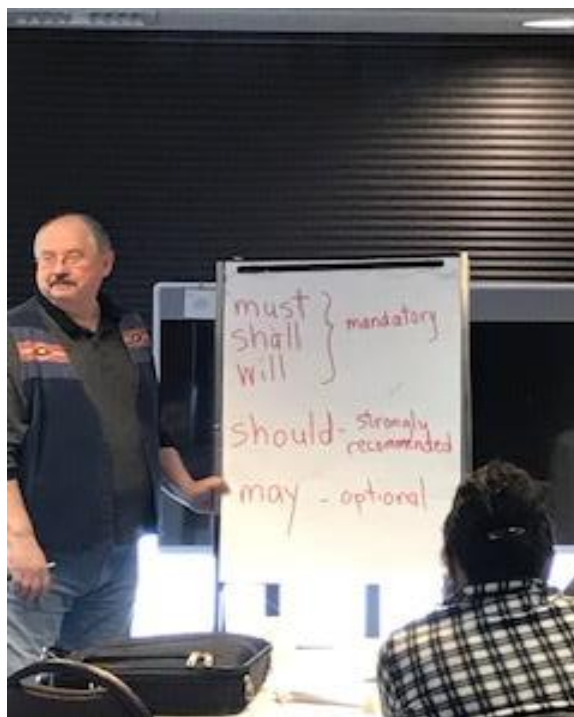
December 2019 the TLE Department and Natural Resources Department started working towards alignment by submitting their budgets for the 2020/2021 fiscal year to the Land Authority. In January 2020 Natural Resources involved the Land Authority in community consultation projects happening within the OCN's Traditional Territories.

**Ekosani,**

Edith Spence, Executive Director of Lands and Natural Resources



Current Board Members	
Chair/Onushekew	Rick Constant
Voting Member	Gary Cook
Voting Member	Bernice Genaille-Young
Voting Member	Ida McGillivray
Voting Member	Dale Knutson
Junior O&O	Steven Frith
Female Elder	Priscilla Constant
Previous Board Members (Prior to Sept 2019)	
Chair/Onushekew	John Paul Martin
Onushekew	Dale Knutson
Voting Member	Rick Constant
Voting Member	Bernice Genaille-Young
Voting Member	A. Ron Constant
Voting Member	Harvey Asmus
Junior O&O	vacant
Male Elder	William G. Lathlin
Female Elder	Priscilla Constant



## Duties of the Board

The duties of this board are guided in the Land Law for Establishing a Land Authority. With the reorganization there is only one (1) Portfolio Onushekew appoint to the Land Authority.

- ✚ Oversee OCN Lands Management in accordance with the OCN Land Code.
- ✚ Establish mandatory standards, criteria and forms for Interest and Licenses in OCN Lands and receive approval for those standards from O&O.
- ✚ Maintain a Land Registry system.
- ✚ Allocation of Leases/permit.
- ✚ Oversee Land Law development, consultation and implementation.
- ✚ Oversee community approval, ratification process in relations to OCN Lands.
- ✚ Assist in dispute mechanisms pursuant to the OCN Land Code.



*Attending Additions to Reserve (ATR) workshop at the Kikiwak Inn. January 21 – 25, 2020*



Top three priorities for 2019-2020 fiscal year	
1) <b>Review and structure and responsibilities - Governance:</b>	<p>Land Authority Election process from Land Authority Election process started January 2019, Nomination meeting March 28, 2019 and Election May 16, 2019. Term of Office commenced May 20, 2019 to May 19, 2023 for a 4-year term. Orientation, Planning and Priority and By-Election.</p> <p>Implementation for the approved Board Structure from elected to appoint was set to be worked towards by September 30, 2020. Review of recommendation will be drafted for consultant with the OCN members and then a ratification vote on the amend will be required.</p>
2) <b>Re-Organize Chart for Branch:</b>	<p>Meeting held starting November 2019 on O&amp;O approved plans. Natural Resources relocated to the Post Office Building. TLE will be moved under the Lands and Natural Resources Branch as of April 1, 2020.</p> <p>Completed Job Analysis Questionnaire, Job Descriptions, term positions while re-organization is determined. Meeting with each of the Department under the Lands and Resources Branch to review each of their responsibilities and under what mandated.</p> <p>Training session during the months of January and February established for staff on Legal Surveys, Additional to Reserve, and Smart Work Ethics. First Nation Lands Advisory Board Resource Centre, National Aboriginal Land Manager Association and Manitoba Uske sponsored training and/or workshops.</p>
3) <b>Continued work with approve:</b>	<p>Leases, permits, rent review, and other transactions as per the "Land Law for Governing the Use and Occupancy of OCN Land." Working on a computer data base.</p>

*Ida McGillivray, retired Land Manager was honored in 2019 for her contributions to Land Management from the First Nation Land Advisory Board.*



## Departments within the Lands and Natural Resources Branch

There are three departments within this branch including: Lands, Treaty Land Entitlement and Natural Resources.

### Lands

**Manager:** Edith Spence (Land Manager: April 1, 2019 – December 31, 2019)

A/Land Manager: Gloria Asmus (January 6, 2020 – March 6, 2020)

A/Land Manager: Laurel Lathlin (March 9, 2020 – May 29, 2020)

**Budget:** \$1,307,261 (includes: Lands & Leases/Timberland Trailer Court/Environment/Legacy Issues)

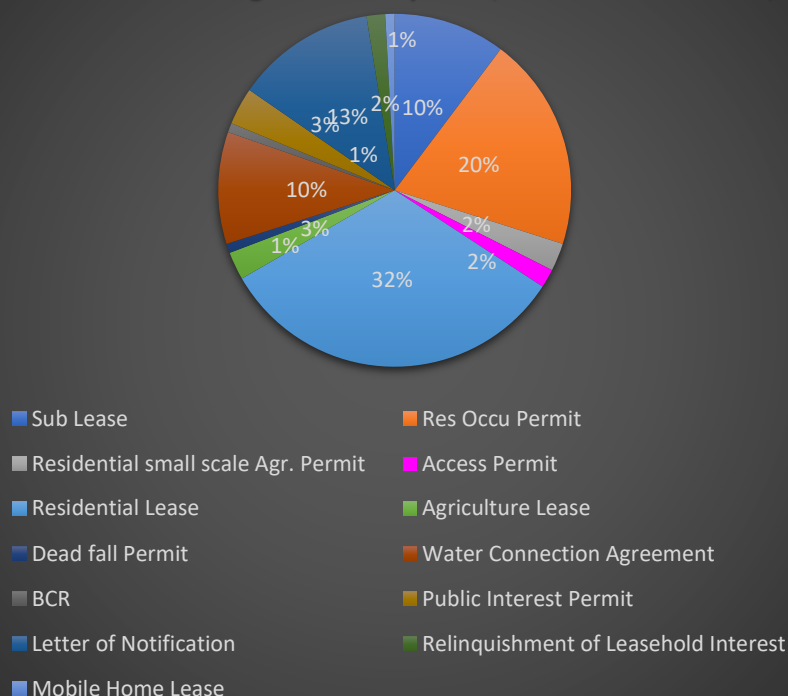
### Accomplishments

- ❖ Continue with issuing leases and permit to those that apply. Compliance and monitoring including site check when required. Land Laws, Regulations and Policies assist in the decision making. Hiring of an Environment Development Review Officer. Work on Annex E for the Individual Transfer Agreement. Working closer with Infrastructure on projects.

### Challenges

- ❖ Focused on re-organization. With changes in position the need for a permanent Land Manager, Assistant Land Manager (will be renamed), Lands Officer, required to be filled. Training required for staff to fully understand the requirements of the position.

Documents Registered April 1, 2019 - March 31, 2020





## Treaty Land Entitlement

Manager: Laurel (Lori) Lathlin, TLE Coordinator

Budget: \$191,543

### Accomplishments

- ❖ Received Community Approval @ Community Approval Meeting to purchase land acquisition known as “Pete’s Potatoes” in the amount of \$1.5M for Residential purposes which is prime land and adjacent to our existing reserves, 21C and 21D. This area is also adjacent to the RM of Kelsey and the Town of The Pas.



### Challenges

- ❖ Requires feasibility dollars to do feasibility study. Canada’s Duty to Consult and the Manitoba Métis Federation stating that they have a right to live and hunt in our traditional territories.

## Natural Resources

Manager: Diana Ballantyne, I/Natural Resource Coordinator

Budget: \$302,382

### Accomplishments

- ❖ Community Awareness of projects within OCN Traditional Territories. Working with organization such Neso, DFO, and forming relationships with other users with our territories. Working with Nature United in developing OCN Land Use Planning for our traditional territories.

### Challenges

- ❖ Not enough staff to monitor the Traditional Territories and only relying on community members reporting issue or concerns. Would like to do more monitoring of water level so that comparison can be made with the Water Regime’s levels.

## Special Projects on the Go

**Lands & Lease:** Includes Commercial, Industrial, Residential, Occupancy, Public Interest, Development, Mobile Home, Access, Right-of-Way, etc. The type of interest is listed within the “Land Law for Governing the Use and Occupancy of OCN Land.”

Res Occu Permit	23	Sub-Lease	12
Residential small scale Agr. Permit	3	BCR	1
Water Connection Agreement	12	Access Permit	2
Residential Lease	38	Deadfall Permit	1
Relinquishment of Leasehold Interest	2	Agriculture Lease	1
Public Interest Permit	4	Mobe Home Lease	1
Letter of Notification	15		

## TOTAL TRANSACTION 107



Basic requirements for applying for land is to complete an application, inquire of available land, development plans, water/sewer system, Environment Assessment, Zoning, rent/fee applicable, sketch/drawing, payment of admin fee. Additional information may be required. The Application Regulation goes into more detail and is available upon request.

*Environment-* It is important to identify environmental impacts on eco-systems including human health, safety and well-being. The environmental protection and management system should identify, predict and interpret the environmental impact of human activity or in the event of a natural disaster.

This is a relatively new program for the community and a new position as well; so naturally there are connections which need to be made both internally and externally. The Lands Division now has a company truck that is used for any site checks and monitoring.



*Legacy Issue-* OCN secured funding for two staff to work on outstanding issue identified in Annex E of the Individual Transfer Agreement between OCN and Canada. The main issue worked on was the Land Exchange Agreement for the Speed Curve at OCN 21B and the Land Exchange Agreement for the grave encroachment with the Roman Catholic Episcopal Corporation of Keewatin (RCECK). A Collateral Agreement was signed by RCECK. Other Projects: Third party interest and acreage confirmation required. Researched on the PTH 285 (21B) borrow pit/ Stony Point. Discussing on Rocky Lake potential road.



*Treaty Land Entitlement-* Approval to do an economist study on Loss of Use on TLE Parcels that were held in abeyance due to Canada's Duty to Consult process. The Duty to Consult policy is being challenged by the Treaty Land Entitlement Committee, Inc. on behalf of Entitlement First Nations.

Interviewed Elders and their oral history on parcels that are being held in abeyance by Canada due to the Duty to Consult policy. Received oral history that substantiates that our ancestors have used and lived in the TLE parcels, Rocky Lake Interior, Rocky Lake and Atik Lake since time immemorial. The land parcels were used as food sustenance, traditional practices, hunting and fishing, gathering medicinal plants and using furs for clothing and footwear. Atik Lake also shows pictographs in the rocks of this area.

*Annual General Report: 2019-2020 Fiscal Year*

The MMF have raised the concern that they may be charged a toll fee for entering our reserves as they have stated they were charged in the past and that they would also want access to the water at Atik Lake.

**Natural Resources-** Working with all users which includes OCN membership, gatherers, trappers, fishermen, industry, associations, organizations, First Nations, and the Province. Natural Resources is working on implementing a protocol agreement.



OCN wants to ensure that true consultation is happening. NR Department helps with coordinating community meeting. When these meeting are called it is very important for OCN membership to come out and voice your opinion.

Within the month of January to March, meetings were held with Saskpower, Neso, Department of Oceans and Fisheries, Cumberland House reps, Red Earth and Shoal Lake. Due to COVID-19 meeting have been put on hold.

**Land Use Planning for Traditional Territories-** Nature United provides funding to OCN to assist with Land Use Plan for Traditional Territories. A meeting with user was held at Bakers Narrows (picture).

There were also two meetings held at the Kikiwak. Individual interviews have been conducted. It is important to identify the use and the areas.





# Infrastructure Branch

**Overall fiscal year budget:** \$ 8,074,884.00

**Funders and general breakdown:** Indigenous Services Canada,  
Services Provided, Contracts, Interdepartmental transfers

## Message from the Executive Director

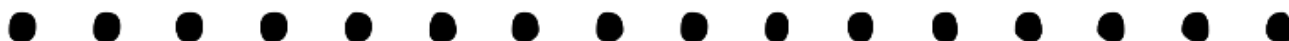
Hello, I am John R. McKenzie and I am the Executive Director of Infrastructure. This branch was formerly known as Community Works and Operations. With the directive from the Onekanew mena Onuschekeewuk to reorganize OCN the name change came along with transitioning some departments to the newly developed government services branch including the OCN Fire Department, First Nations Safety Officers and Animal Control.

Also, part of the reorganization including working with each department manager to get upgraded training to deal with daily operations ranging from accounting to training in different computer programs.

Infrastructure had a busy year with over a dozen special projects on the go such as water treatment plant upgrades, new landfill, street lighting, Christmas decorations and Road Extensions just to name a few.

We also continue to work on new initiatives to expand resources to build houses beyond government funding as the branch continues to work at trying to tackle the waiting list of over 600.

**John R. McKenzie, Executive Director of Infrastructure**



Board Members	
Chair/Onuschekeew	Clarence Constant
Voting Member	Mike D. Bignell
Voting Member	Ernie Ballantyne
Voting Member	Mary Jane Jebb
Voting Member	Maria Moore
Junior O&O	Jaden Wilson
Female Elder	Gloria Lavallee



## Duties of the Board

- ✚ Oversee that all policies are adhered to along with overseeing any community-based decisions.

Top three priorities for 2019-2020 fiscal year	
1) <b>Provide Housing</b>	There is a wait list of over 600 members so any opportunity to lobby is considered.
2) <b>Water Treatment Upgrade</b>	The upgrade was vital in ensuring the health and safety of the community.
3) <b>Department Transitions</b>	Working on the new transitions of departments coming in and out of Infrastructure Branch set forth by the reorganization.

## Departments within the Infrastructure Branch

There are ten departments within Infrastructure including: Housing, Public Works, Waste & Wastewater, Facility Maintenance, GLMC, Recreation & Beautification, Fire Department, Youth Centres, First Nations Safety Officers and Animal Control.

### Housing

**Manager:** Natasha Spence

**Budget:** N/A

### Accomplishments

- ❖ Provide quality homes for band members.

### Challenges

- ❖ Lack of funding and land lots to build new homes.
- ❖ There are very few people in the area trained in the trades needed for housing such as red seal plumbers and red seal electricians.
- ❖ In 2019/2020 OCN Housing had applied for RRAP, RRAP Disability, and HASI, unfortunately we were not approved.
- ❖ Shortage of staff (the department is too stressful to keep staff).
- ❖ Life span for First Nations homes are built to last 25 years but due to overcrowding, vandalized and minimal knowledge of basic maintenance, homes don't last more than 5 years.
- ❖ The cost of Construction in 2018/2019 increased by 8%-10% for the 2019/2020 Construction season.

Housing Work Orders	
Carpentry Work Orders – Including Minor & Major Renovations	268
Electrical	301
Plumbing	540
Duct Cleaning	12
Bed Bug/ Cockroaches Treatment	22
Appliance Replacement/Repair	107
Total Work Orders	1250

Project	Units	Status of Activities
5 Unit project funded by ISC	<ul style="list-style-type: none"> <li>51 &amp; 62 Amisk</li> <li>247, 249, 425 Kiche Masknow</li> </ul>	Completed and Occupied
5 Unit project funded by CMHC	<ul style="list-style-type: none"> <li>21 Bignell Cres</li> <li>130 Jebbs Drive</li> <li>239 &amp; 259 Kiche Masknow</li> <li>1272 &amp; 1275 Seeseep</li> </ul>	Completed and Occupied



## Public Works

**Manager:** John Highway

**Budget:** \$1,682,806

### Accomplishments

- ❖ Keeping equipment, roadways, water and sewer lines in operating conditions.
- ❖ Worked on transitioning Animal Control from Public Works to Governance Branch for April 1, 2020.

### Challenges

- ❖ Limited budget to serve the communities infrastructures needs.
- ❖ More staff required to handle the infrastructure needs of the community.
- ❖ Current garage does not meet the safety and space needs of the department.

## Water & Wastewater

**Manager:** Justin Spence

**Water Budget:** \$328,991

**Sewer: Budget:** \$319,665

### Accomplishments

- ❖ Nearing completion of the new lagoon.

### Challenges

- ❖ Providing Potable Water source to the community.



## Facility Maintenance

**Manager:** Derek Partridge

**Budget:** \$407,424

The OCN buildings maintained by this department are: OCN Child and Family Services, Timberland Trailer Court, Post Office, Beatrice Wilson Health Centre, Veterans Hall, RCMP Building. This includes incoming work orders, garbage pick-up, filters and belt replacement at each building, minor plumbing repairs, minor electrical repairs, maintenance of equipment, drywall repair, mudding and painting and minor roof repairs.

### Accomplishments

- ❖ Update current lighting to LED in the all the buildings.
- ❖ Future Goal- Install Parking Lot Lights at the Vet's Hall.
- ❖

### Challenges

- ❖ Yard maintenance at some of the buildings including snow removal in the winter.
- ❖ There are very few people trained in trades such as air conditioning repairs and electronic door repairs that are needed in the buildings.



## **GLMC**

**Manager:** John R.P. Constant

**Budget:** \$456,011

### **Accomplishments**

- ❖ Maintaining the ice surface up to standards.

### **Challenges**

- ❖ With more and more ice time being “in-kind” there is less income coming in to address the maintenance needs of the GLMC.



## **Recreation and Beautification**

**Programmer:** Cynthia Young

**Budget:** \$940,903

### **Accomplishments**

- ❖ Worked on moving the Beautification component of this department to fall under Public Work Department for April 1, 2020.

### **Challenges**

- ❖ Worked on transitioning the Recreation component of this department to fall under Opaskwayak Health Services as of April 1, 2020 but to date this transition has not occurred.

## **OCN Fire Department**

**Fire Chief:** Gordon

Lathlin

**Budget:** \$412,118

### **Accomplishments**

- ❖ Training included First Aid CPR, Basic Fire Fighting and Wild Fire.
- ❖ Worked on getting this department transitioned to fall under the Governance Branch for April 1, 2020.



### **Challenges**

- ❖ Challenges include attendance during training as most hold other employment during these times.

## Youth Centres

**Director:** Mike Ross

**Budget:** \$430,521

### Accomplishments

- ❖ Arts and Crafts, pizza nights, movies, baking, tournaments, girls/boys nights, floor hockey, kickball, basketball, swimming (Winton Pool) Game nights  
Ex: Xbox, Pool, Ping pong, board games, Cultural learning, beading, and dream catchers.
- ❖ Christmas party both OCN/BEYC youth and staff worked together with Red Apple (located main floor of the Otineka mall)
- ❖ Christmas drive, along with OCN, RM Kelsey and Town of The Pas. We made over \$4000 in gifts. OCN Fire department volunteered to deliver \$2000 worth of gifts to BEYC, from Red Apple. Red Apple and Youth Centers donated the other \$2000 worth of gifts to The Pas Friendship Center.
- ❖ New Year's Eve Party with Youth.
- ❖ Trapper's Festival events at both OCN/BEYC
- ❖ Girl Power at Joe. A. Ross School



### Challenges

- ❖ Worked on transitioning this department to fall under the Opaskwayak Education Services for April 1, 2020 but this transition has not occurred to date.



## First Nations Safety Officers

**Employees:** FNSO Zenon Moore; FNSO Valene Bercier; FNSO George Flett

**Budget:** \$249,817

### Accomplishments

- ❖ All 3 FNSO do have level 2 FNSO Training from ACC Brandon. Would like to have more training in the field of Search and Rescue.
- ❖ Worked on transitioning this department to Governance which did occur on April 1, 2020.

### Challenges

- ❖ The need for more personnel with training would be an asset for the OCN FNSO program for more staff and visibility for the community members to feel safer.

## **Animal Control**

**Employees:** Delbert Flett, Animal Control Officer; Thomas Highway, Animal Control Officer

**Budget:** \$ 37,760

Ensure proper animal control management for the safety of Opaskwayak Cree Nation.

### **Accomplishments**

- ❖ Worked on transitioning this department to Governance which did occur on April 1, 2020.

### **Challenges**

- ❖ Funding issues and additional staff needed.

## **Special Projects on the Go**

- |  |   |
|--|---|
| ✚ Lagoon Project 2 year project complete     | ✚ PTH 10 to Waller Road \$ 1,000,000  |
| ✚ 20 Unit Complex in progress                | ✚ Regional Landfill \$ 17,500,000   |
| ✚ Unity House Proto-type design in progress  | ✚ Timberland Trailer Court \$ 3,500,000   |
| ✚ Water Treatment Plant Upgrade \$ 7,000,000 | ✚ Minor Capital for Departments \$ 2,900,000  |
| ✚ Amisk West Phase 1 \$ 12, 500,000          | ✚ Street Lighting the rest of Kiche Maskanow \$360,000                              |
| ✚ Amisk West Phase 2 \$ 42,000,000           | ✚ Christmas Decorations \$45,000 this year extend all the way to Big Eddy next year |
| ✚ Waller Road Extension \$ 1,500,000         |   |





## Boards at Arm's Length of OCN

Treasury Board	
Chair	Samantha Fidler
Voting member	Karen Cook
Voting member	Rodger Carriere
Voting member	Robert Cook
Voting member	Vacant
Junior O&O	Vacant
Male Elder	Vacant
Female Elder	Vacant

Election Board	
Chair	Jeanette Sayese
Vice Chair	Rhonda Head
Voting member	Diane Pelly
Voting member	Judy Head
Voting member	Tiar Wheatle
Voting member	Bradley Young
Voting member	Claire Cook (Constant)
Female Elder	Priscilla Constant



