

**IN THE MATTER OF APPLICATION FOR FUNDING FOR A PARTY WITH STANDING  
IN THE NATIONAL INQUIRY INTO MISSING AND MURDERED WOMEN AND GIRLS**

**AFFIDAVIT**

I, **Marcel Balfour**, Senior Policy Analyst of the Assembly of Manitoba Chiefs, of the City of Winnipeg, in the Province of Manitoba, **AFFIRM THAT:**

**AMC background**

1. The Assembly of Manitoba Chiefs ("AMC") was formed in 1988 by the Chiefs in Manitoba to advocate on issues that commonly affect all First Nations in Manitoba.
2. AMC represents over 151,800 people in 62 of 63 First Nations in Manitoba, including signatories to Treaties 1-6 and 10, and includes representation from the Anishinaabe (Ojibway), Nehetho (Cree), Oji-Cree, Dene and Dakota Nations.
3. AMC provides a unified, distinct and ascertainable voice on the interests and perspectives of the First Nations in Manitoba while respecting each First Nation's inherent sovereignty.

**AMC is uniquely positioned to assist the Commissioners given its mandate and scope of work**

4. The unified perspective of Manitoba First Nations is unique, and is essential to the fulfillment of the Commissioners' mandate as expressed in the Terms of Reference, and the companion Orders in Council and Administrative Decree of the National Inquiry into Missing and Murdered Indigenous Women and Girls ("the National Inquiry"), and ought to be separately represented before the National Inquiry.
5. Of the Canadian provinces, Manitoba suffers the highest Indigenous child apprehension rates, the third highest incidents of Missing and Murdered Indigenous Women and Girls ("MMIWG") and the highest rate of Indigenous incarceration.
6. Through significant engagement with families, First Nations, community members, service providers, Elders and youth, as well as legal and social science research, AMC has gained insight and expertise into the causes of and ways to address MMIWG.
7. AMC receives localized information from Chiefs about the realities at the local level in First Nations in Manitoba, and has access to distinct information from its departments and organizations which have direct contact with individuals and service providers in the areas of child welfare, education, health, and urban transitions.
8. Through its regular engagement with Elders and Knowledge Holders, AMC has also gained knowledge relating to Indigenous values and legal orders which can assist the Commissioners in making recommendations that will better reflect those who will be directly impacted by their findings.

9. AMC has been actively involved in addressing MMIWG and has:
  - conducted extensive research and community engagement;
  - reviewed much of the existing literature and past reports on MMIWG; and,
  - identified immediate and long term actions needed to address the issues.

AMC will bring this wealth of knowledge and experience to the National Inquiry in its submissions.

### **The Families First Initiative and the Families First Report**

10. In 2014 AMC launched the Families First Initiative with the Southern Chiefs Organization and Manitoba Keewatinowi Okimakanak, resulting in *Families First: A Manitoba Indigenous Approach to Addressing the Issue of Missing and Murdered Indigenous Women and Girl* ("Families First Report").
11. For the Families First Initiative, AMC approached the Public Interest Law Centre ("PILC") in Winnipeg to assist in the creation of a recommended process for action to address MMIWG. AMC and PILC engaged with families and members of the Coalition to identify steps for addressing MMIWG. A number of research tools were prepared by a team of *pro bono* legal counsel brought together by PILC to consider current initiatives from across Canada and relevant recommendations from past proceedings, such as the Aboriginal Justice Inquiry of Manitoba and the Calls to Action of the Truth and Reconciliation Commission of Canada.
12. A draft of the Families First Report was prepared in December 2014 and included:
  - background on existing processes (inquiries, commissions, roundtables and advisory panels);
  - an overview of the lessons learned from the processes examined;
  - a summary of the state of affairs and summary of existing initiatives;
  - potential legal tools for persuading governments to act;
  - a compilation of various recommendations relating to MMIWG from 43 past processes; and,
  - preliminary considerations of natural and spiritual laws relating to MMIWG.
13. As part of the Families First Initiative, research into the 'cost of doing nothing' was initiated by Dr John Loxley, a leading critical economist, to examine the cost to society of losing Indigenous women and girls. As part of that research, engagement was initiated with families of MMIWG, the Winnipeg Police Service ("WPS"), the RCMP and Manitoba Justice. This report found that, while it is impossible to put a price on a human life, the direct expenditure costs relating to MMIWG in Manitoba in 2014 were at least \$7 million.
14. As a direct result of AMC efforts through the Families First Initiative, the Families First Foundation was incorporated in May 2015. The purpose of this charity is to provide supports and services to the families of MMIWG.
15. In June 2015 an inaugural Blanket Dance Fundraiser for the Families First Foundation was held in Winnipeg (Manitoba).
16. In July 2015 the Families First Report was made public. Some of the key findings of the final Report are:
  - families preferred a grassroots approach grounded in Indigenous knowledge and traditions;

- the ability to move forward is tempered by a lack of political will and results;
- an effective process addressing MMIWG should include:
  - early and ongoing meaningful engagement of all affected individuals at every stage;
  - clear Terms of Reference which have a broad enough scope to include systemic issues;
  - strong courageous leaders who will advocate for implementation of their recommendations;
  - adequate and secure funding for process and implementation;
  - meaningful and reasonable expectations which are well communicated throughout the process; and,
  - a clear implementation process.

17. The Families First Report contains recommendations made by families of MMIWG, survivors of sexual exploitation and violence, Elders, youth and the MMIWG Coalition, including:
  - Supports - More supports should be made available to the families of MMIWG and survivors that are culturally, spiritually and religiously diverse.
  - Honouring Loved Ones - Measures should be taken to ensure the memory of loved ones and survivors are respected and honoured in a variety of ways. This includes for example making funding available for gathering stories, annual feasts, walks, vigils, art installations and memorials.
  - Cultural Reconnection - There should be more opportunities for Indigenous people to learn about their identity, culture and healthy relationships, such as parenting and language programs.
  - Interconnected Systems - The accountability and effectiveness of the policing, justice and child welfare systems should be improved with direct involvement of Indigenous people
18. Following the release of the Families First Report, AMC has continued to advocate for immediate and long term actions to address MMIWG.
19. In October 2015 AMC met with the Premier of Manitoba to provide an overview of the Families First Initiative and advocate for the Province to implement the relevant recommendations in the Report.
20. In October 2015, AMC and PILC also presented at the North End Bell Tower to raise public awareness about Families First and to discuss immediate actions.
21. In November 2015 AMC wrote to the Prime Minister about the National Inquiry and requested that an order in council be created for Families First to ensure a localized approach to addressing MMIWG was taken.
22. In February 2016 AMC provided input in the pre-inquiry design process of the National Inquiry.
23. In June 2016 the second annual Blanket Dance Fundraiser for the Families First Foundation was held.
24. In July 2016 AMC met with the WPS to discuss specific immediate actions that could be undertaken.

25. In August 2016 AMC wrote to the Commissioners of the Inquiry to outline the Families First approach and identify immediate actions which could begin addressing the MMIWG crisis.
26. Given the high proportion of Indigenous child apprehensions in Manitoba, AMC intervened in *Manitoba (Director of Child and Family Services) v HH and CG*, (2017 MBCA 33). In the March 2017 decision, the Manitoba Court of Appeal recognized that First Nations families and children are disproportionately affected by delays in obtaining court hearings following the apprehension of children by child welfare authorities. After the ruling Grand Chief Derek Nepinak of the AMC said: “We at all cost need to prevent yet another generation of children from the grasps of institutionalization”.
27. AMC is making an application for National and Regional Standing in the National Inquiry for part(s) II (Institutional Fact Gathering Hearings), and III (Expert Hearings);

### **The focus of AMC at the National Inquiry**

28. If granted standing at the National Inquiry, AMC would focus on:
  - child welfare and apprehension, and the ways in which these issues relate to individual and systemic violence within First Nation families;
  - human trafficking, sexual exploitation, and gang involvement, and the ways in which these issues relate to the temporary or permanent transition of First Nation individuals from reserves to urban centres and contribute to high levels of MMIWG in Manitoba;
  - the failures of the current justice system to prevent crimes against Indigenous women and girls and existing and potential best practices for keeping vulnerable First Nations women (including women and girls, survivors of violence and sexual exploitation, persons with disabilities, Two-Spirit, lesbian, gay, bisexual, trans-gendered and queer) safe at local levels, with a specific focus on Indigenous worldviews, values and legal traditions;
  - commemoration and honouring of survivors, families and MMIWG; and,
  - health and education systems.

It should be noted that AMC would address these interrelated issues within the context of exploring the impacts of colonization on Indigenous peoples and fulfilling treaty promises on a nation to nation basis.

### **Child welfare**

29. Given the high proportion of child apprehensions in Manitoba and the resulting impacts on First Nations individuals and families, in June 2015 AMC opened the Manitoba First Nations Family Advocate Office (“FNFAO”).
30. The advocates of the FNFAO meet on a regular basis with individuals and parents who are directly and negatively impacted by the failures of the child welfare system in Manitoba. The advocates provide support to Indigenous families involved with the Child and Family Services system through information and knowledge sharing and advocacy in legal and political venues. The FNFAO challenges existing systems using Indigenous knowledge, laws, traditions and belief systems to create positive change for Indigenous children and families and works to bring more children currently in the system back to their home communities where they belong.



## **Human trafficking, sexual exploitation, and gang involvement, as related to transitioning to urban centres**

31. Most of the known cases of MMIWG in Manitoba have occurred in urban areas, particularly in Winnipeg. However, the majority of the MMIWG in Manitoba came to Winnipeg, either temporarily or permanently transitioning, from rural and remote First Nations outside the city.
32. People involved with gangs and organized crime exploit Indigenous women and girls, involving them in the sex trade and human trafficking. Those unfamiliar with the city are particularly vulnerable to exploitation.
33. It is my understanding that one of the contributing factors to the sex trade and human trafficking is the existing healthcare model in Manitoba which requires individuals with health issues from remote and isolated First Nations to fly in to urban centres for services and treatments.
34. To address issues facing people transitioning to urban centres, AMC has created and continues to oversee the mandate of the Eagle Urban Transition Centre (“EUTC”).
35. EUTC is a Winnipeg-based organization that provides counselling, advocacy and referral services, workshops, cultural supports and youth programming to encourage and empower Indigenous people in their effort towards improving their socio-economic status in the urban environment.
36. In addition, the AMC First Nations Women’s Committee is mandated to focus on improvement of the socio-economic status of women, children, and families and has examined human trafficking and sexual exploitation as matters specifically related to MMIWG.
37. In 2009 AMC began the Stand Strong to Prevent Human Trafficking initiative to raise awareness of the sexual exploitation and human trafficking.
38. In 2013 AMC developed a First Nations specific anti-trafficking strategy called the Pathway to Hope for First Nations community front-line support workers.
39. In 2014 AMC partnered with the Province of Manitoba on Our Circle to Protect Sacred Lives to address the sexual exploitation and trafficking of First Nations children and women by developing strategies based on the cultural and individual strengths of First Nations. This initiative included significant engagement in many remote First Nations in Manitoba, and was conducted in a gender-balanced way, recognizing the complimentary, supportive and mutually-respectful relationships, roles and responsibilities between men and women, boys and girls. A panel of Elders and Youth provided their perspectives and knowledge on how the safety and protection of women and girls was and is ensured in both the historical and present-day contexts. Significant findings from these engagements were documented in a final report and include:
  - that human trafficking in the First Nations context is unique;
  - First Nations women and girls are a heavily targeted population because they are devalued and invisible, and their self-worth, self-esteem and ability to have healthy relationships have been severely compromised by historical and inter-generational traumas and poverty;
  - that human trafficking is not just an urban issue, but a reserve issue, reaching and having the potential to reach, northern, remote communities.

### **Failures of the justice system, and best practices for keeping women and children safe at local levels**

40. Based on its engagement, work and research to date, AMC knows that the current justice system (including the policing and investigation systems and processes) have failed to keep Indigenous women and girls safe.
41. AMC will provide insight into the issues related to the justice system, as well as recommendations to remedy these failed systems and best practices for keeping Indigenous women and children safe.
42. Given the information it obtains regularly from Chiefs across Manitoba, if granted standing AMC would identify existing models for keeping Indigenous women and girls safe that are unique to the local levels in Manitoba, such as the recent Indigenous women-led Winnipeg-based alternative to taxi cabs and an alternative to child apprehension initiative in Nisichawayasihk Cree Nation in which parents are removed from the home instead of children to limit disruption to children's lives.
43. AMC has previously brought together Elders and Knowledge Holders ("EKH") with particular areas of expertise to provide guidance in the work of AMC.
44. With the guidance of EKH, in AMC's intervention at the National Energy Board in the Enbridge Line 3 hearing, AMC argued that Indigenous legal orders must be respected on an equal basis within environmental decision making processes. The Canadian constitutional order is foreign to Indigenous peoples and has been used to regulate and govern Indigenous Nations. Legislation has been used to unilaterally ban and destroy Indigenous Nations' cultures and identities. Western laws and (in)actions by the Crown have had negative, interconnected impacts: residential schools, high rates of poverty and child apprehensions, suicide, inadequate housing, unsafe drinking water, lower levels of education and systemic violence against Indigenous women and girls.
45. Considering best practices for keeping Indigenous women and girls safe and preventing future crime from an Indigenous legal orders and values perspective is key to ensuring cultural reconnection for Indigenous peoples.

### **Commemoration and honouring of survivors, families and MMIWG**

46. The Families First Report and AMC recognize that, while honouring survivors, families and loved ones can involve multiple aspects, the central goal is to empower survivors and families to tell their own stories and determine how they would like to be honoured or to honour their loved ones. It is important to acknowledge experiences and include all who feel called to share their stories.

### **Health and education systems**

47. The Health and Social Development team ("HSD") was created by AMC and builds on collaborative relationships to address and prioritize First Nation health issues in Manitoba.
48. In 2014, the AMC reorganized the HSD to become a separate legal entity called the First Nations Health and Social Secretariat ("FNHSSM") that focuses on holistic health and social development for First Nations in Manitoba founded in the Treaty and inherent right to health in a culturally appropriate, holistic, and community-based manner.

49. Through its efforts at the grassroots, the FNHSSM has obtained insights relating to the causes and effects of violence against Indigenous women and girls.
50. AMC also established the Manitoba First Nations Education Resource Centre Inc. ("MFNERC") to provide education and culture services to First Nations schools in Manitoba.
51. The vision of the MFNERC is to support First Nations to develop and implement a comprehensive holistic educational system inclusive of First Nations languages, world views, values, beliefs and traditions with exemplary academic standards, under First Nation jurisdiction.
52. Increasing educational attainment within First Nation world views will increase students' connection to their culture and increase self esteem which will help address the MMIWG.
53. A First Nations Education Governance Agreement was recently signed by MFNERC and Canada to create a First Nation-led, culturally relevant, high-quality education system in Manitoba.
54. It is my understanding that there is a role for the education and health systems in keeping women and children safe from violence and exploitation through efforts relating to cultural reconnection.
55. It is also my understanding that the failures of the current health and education systems which force First Nation children to move away from their home communities to receive adequate education and health support have contributed to the high rates of MMIWG in Manitoba.

**The impacts of colonization on Indigenous peoples and fulfilling treaty promises on a nation to nation basis**

56. If granted standing at the National Inquiry AMC will address these interrelated issues within the context of exploring the impacts of colonization on Indigenous peoples and fulfilling treaty promises on a nation to nation basis. AMC will share its expertise in these many issues to assist the Commissioners with fulfilling the mandate of the National Inquiry.

**AMC financial situation and need for funding to participate in the National Inquiry**

57. AMC meets the criteria for funding set out in the *Notice of Application for Standing* and in the National Inquiry's *Legal Path: Rules of Process and Respect*.
58. AMC would not otherwise be able to participate without such funding. There is no membership fee for a First Nation to join AMC. The primary source of revenue for AMC is federal government grants, which can be canceled if the AMC does not observe certain established guidelines. AMC's ability to continue viable operations is dependent upon maintaining its right to follow the criteria within the federal government guidelines. In addition, AMC is incorporated under the *Canada Corporations Act* as a not-for-profit organization and is a not-for-profit organization under the *Income Tax Act*.
59. AMC's financial situation and need for funding to participate in the National Inquiry is demonstrated by the following Exhibits attached to this Affidavit:

- Exhibit “A” Assembly of Manitoba Chiefs Secretariat Inc. Financial Statements March 31, 2015;
- Exhibit “B” Assembly of Manitoba Chiefs Secretariat Inc. Financial Statements March 31, 2016;
- Exhibit “C” Assembly of Manitoba Chiefs 27<sup>th</sup> Annual General Report, July 21-23, 2015;
- Exhibit “D” Assembly of Manitoba Chiefs 28<sup>th</sup> Annual General Report 2016, “Empowering Our Nations”;
- Exhibit “E” Assembly of Manitoba Chiefs Secretariat Inc. Financial Policies and Procedures;
- Exhibit “F” Assembly of Manitoba Chiefs Proposed Detailed Budget for Participation in the National Inquiry into Missing and Murdered Indigenous Women and Girls;
- Exhibit “G” Assembly of Manitoba Chiefs Secretariat Operations 2017/2018 Budget;
- Exhibit “H” Assembly of Manitoba Chiefs Biographies of Legal Team for the National Inquiry into Missing and Murdered Indigenous Women and Girls.

**The purposes for which the funds will be used by AMC**

60. The funds will be used to strengthen and inform the participation of AMC in the Inquiry. The AMC First Nations Women's Committee (“FNWC”) will be leading the participation of AMC in the Inquiry. In addition, PILC and a team of private bar lawyers in Winnipeg will be assisting AMC throughout the Inquiry. Funds are required for:
- the legal team to engage with and provide oversight to the FNWC;
  - the legal team and FNWC to engage with the AMC membership, including Chiefs from a variety of northern and southern First Nations as well as the Chiefs-in-Assembly;
  - the legal team and FNWC to engage with grass-roots service providers that engage with at-risk Indigenous women and girls as well as AMC staff working in the areas of child welfare, health and healing, education, transitioning to urban centres, socio-economic status of women, children and families and human trafficking;
  - the legal team and FNWC to facilitate engagement with Elders and youth on constitutional issues and the ongoing impacts of colonization;
  - incidental and administrative costs to the AMC secretariat.

For further description of the purposes for which the funds are required please see AMC Proposed Detailed Budget for Participation in the National Inquiry into Missing and Murdered Indigenous Women and Girls [Exhibit F].

**Person responsible for ensuring, and method by which, the funds will be disbursed and accounted for by AMC**

61. The funds will be disbursed in compliance with the AMC Financial Policies and Procedures. All disbursements first require the commitment of funds through a Purchase Order. After a vendor submits an invoice, section 11 at pages 19-20 of the AMC Secretariat Inc. Financial Policies and Procedures [Exhibit E] will apply.
62. AMC will account for the funds in compliance with the AMC Financial Policies and Procedures [Exhibit E]. The AMC Financial Policies and Procedures adhere to *Generally Accepted Accounting Principles* in accordance with the Canadian Institute of Chartered

Accountants Handbook. The Financial Policies and Procedures are set by the Personnel and Finance Committee, which is a sub-committee of and accountable to the AMC Executive Committee. Policies and Procedures are implemented by the Senior Management Team.

63. Rob Magnusson, Director of Finance, AMC, 200 - 275 Portage Avenue, Winnipeg, Manitoba, R3B 2B3, (204) 987-4110, will be responsible for administering the funds and for the receipt, classification, reporting and depositing of all AMC revenues and for the efficient and effective recovery of all amounts due to the AMC.
64. Rob Magnusson, Director of Finance, AMC, will ensure compliance with the Assembly of Manitoba Chiefs' Financial Policies and Procedures Manual. Rob Magnusson will be responsible for account verification, payment and subsequent reconciling of all AMC expenditures related to the National Inquiry. In accordance with the AMC Financial Policies and Procedures, Rob Magnusson will implement and operate systems to ensure that authorized spending levels, allotments and commitments are effectively contained and monitored to ensure that the funds are disbursed for the purposes of the National Inquiry.

#### **AMC will contribute our own funds and personnel to participate in the National Inquiry**

65. AMC will contribute our own funds and personnel by ensuring that the FNWC are appropriately staffed.
66. The nine (9) members of the FNWC are from various First Nations in Manitoba, including some remote First Nations. The FNWC meet quarterly, and throughout the duration of the Inquiry AMC will contribute half of the cost of bringing together the FNWC as the Inquiry will not be the only matter discussed at FNWC meetings.
67. AMC will also ensure that the FNWC have sufficient time and opportunity on a quarterly basis on the agenda of the AMC Annual General Assembly to report to the AMC membership to seek feedback and consensus regarding AMC's participation in the National Inquiry.
68. The legal team representing AMC at the National Inquiry includes Attorneys from PILC in Winnipeg. PILC has worked with various counsel in a variety of proceedings and has experience in efficiently assembling legal teams with specific expertise in a manner that minimizes duplication.
69. The assignment of legal resources will be done in an issue specific manner that builds upon team expertise and minimizes duplication.
70. Due to the relationship that PILC has established with academic institutions in Winnipeg, PILC is able to enlist the assistance of students, which reduces the estimated budget.
71. The Director of PILC has over twenty (20) years from the Call to the Bar and will be making a *pro bono* donation of 100 hours to assist with preparation of cross-examination, written submissions, closing argument and opening statement.

#### **AMC has contacted other groups to discuss partnership and to avoid duplication at the National Inquiry**

72. On 5 April 5 2017 I emailed representatives of the Southern Chiefs Organization and the Manitoba Keewatinowi Okimakanak, in the interest of establishing a partnership for

participation at the National Inquiry and to avoid duplication of efforts. I have not received any confirmation of receipt of my email or any response.

### Conclusion

I make this affidavit for the purpose of making an application for funding, should we be granted standing at the National Inquiry and for no other improper purpose or reason.

**AFFIRMED BEFORE ME** at the City of Winnipeg, )  
in the Province of Manitoba, this 1st day of )  
May 2017. )

..... )  
A Commissioner for Oaths in the Province of )  
Manitoba. My Commission expires Sept 28, 2018 )

..... )  
Affiant: MARCEL BALFOUR )



# Exhibit A

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Financial Statements**  
*March 31, 2015*

## Management's Responsibility

---

To the Members of the Assembly of Manitoba Chiefs Secretariat Inc.:

The accompanying financial statements of the Assembly of Manitoba Chiefs Secretariat Inc. (the "Organization") are the responsibility of management and have been approved by the Board of Directors.

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for government not-for-profit organizations and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed primarily of Directors who are neither management nor employees of the Organization. The Board of Directors is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board of Directors fulfills these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board of Directors is also responsible for recommending the appointment of the Organization's external auditors.

MNP LLP, an independent firm of Chartered Accountants, is appointed by the Members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board of Directors and management to discuss their audit findings.

July 21, 2015

  
Executive Director

## Independent Auditors' Report

---

To the Members of the Assembly of Manitoba Chiefs Secretariat Inc.:

We have audited the accompanying financial statements of the Assembly of Manitoba Chiefs Secretariat Inc. which comprise the statement of financial position as at March 31, 2015, and the statements of operations, changes in net assets (deficit) and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### *Basis for Qualified Opinion*

Canadian accounting standards for government not-for-profit organizations requires controlled organizations to have its financial information disclosed in the notes to the financial statements. Management has excluded the disclosure of such financial information.

### *Opinion*

In our opinion, except for the matter described above in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Assembly of Manitoba Chiefs Secretariat Inc. as at March 31, 2015 and the results of its operations, changes in net assets (deficit) and its cash flows for the year then ended in accordance with Canadian accounting standards for government not-for-profit organizations.

Winnipeg, Manitoba

July 21, 2015

**MNP** LLP  
Chartered Accountants

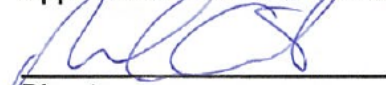
# Assembly of Manitoba Chiefs Secretariat Inc.

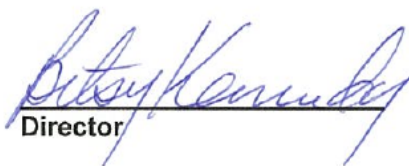
## Statement of Financial Position

As at March 31, 2015

	2015	2014
<b>Assets</b>		
<b>Current</b>		
Cash	300,736	975,294
Accounts receivable (Note 3)	866,891	1,349,821
Advances to related parties (Note 4)	35,493	35,493
Prepaid expenses and deposits	42,699	42,111
	1,245,819	2,402,719
<b>Capital assets (Note 5)</b>	22,824	142,316
<b>Investment in subsidiaries (Note 6)</b>	3	3
	1,268,646	2,545,038
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals (Note 8)	503,592	1,519,150
Deferred revenue (Note 9)	40,229	1,229,523
Advances from related parties (Note 10)	1,145,742	287,399
	1,689,563	3,036,072
<b>Contingencies (Note 11)</b>		
<b>Commitments (Note 12)</b>		
<b>Net Assets (Deficit)</b>		
Unrestricted	(443,741)	(633,350)
Invested in capital assets	22,824	142,316
	(420,917)	(491,034)
	1,268,646	2,545,038

Approved on behalf of the Board

  
Director

  
Director

The accompanying notes are an integral part of these financial statements

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Statement of Operations**  
*For the year ended March 31, 2015*

	<b>2015 Budget</b>	<b>2015</b>	<b>2014</b>
<b>Revenues</b>			
Aboriginal Affairs and Northern Development Canada (AANDC) (Note 13)	937,725	846,125	3,703,272
First Nations and Inuit Health	81,070	131,070	2,253,550
Winnipeg Regional Health Authority (WRHA)	317,351	317,351	296,193
Other revenue	1,247,481	931,885	1,448,881
Province of Manitoba	614,177	682,602	904,028
City of Winnipeg	536,203	590,853	492,402
Interest	-	4,531	9,428
Human Resources and Skills Development Canada	3,319	2,656	-
University of Manitoba	-	21,759	-
Government of Canada	-	-	187,215
Revenue deferred in prior year (Note 9)	-	1,229,523	1,250,681
Revenue deferred transferred to First Nations Health and Social Secretariat of Manitoba (Note 9)	-	(853,309)	-
Revenue deferred to subsequent year (Note 9)	-	(40,229)	(1,229,523)
	<b>3,737,326</b>	<b>3,864,817</b>	<b>9,316,127</b>

*Continued on next page*



# Assembly of Manitoba Chiefs Secretariat Inc.

## Statement of Operations

*For the year ended March 31, 2015*

	<b>2015 Budget</b>	<b>2015</b>	<b>2014</b>
<b>Total revenues</b> <i>(Continued from previous page)</i>	<b>3,737,326</b>	<b>3,864,817</b>	9,316,127
<b>Expenses</b>			
Advertising	7,922	3,567	18,349
Annual gifts	-	17,349	17,110
Bad debts	-	-	104,310
Bank charges and interest	10,000	12,774	10,865
Client support	33,873	49,547	61,756
Computer	16,000	-	-
Donations	61,687	3,738	9,573
Equipment leases	106,476	115,067	94,283
Insurance	11,174	20,951	7,906
Meetings	220,224	88,679	197,755
Membership fees	-	3,483	17,969
Nutrition	-	17,328	19,709
Office supplies	63,723	66,265	262,276
Professional fees	186,870	366,389	1,446,465
Reference materials	-	3,366	30,820
Rent	364,944	186,201	381,379
Repairs and maintenance	500	3,437	5,614
Research	-	-	58,028
Salaries and benefits	2,478,325	2,110,394	4,013,271
Telephone and telecommunications	122,879	55,075	70,138
Training and education	35,640	43,918	145,634
Travel	301,230	502,999	1,051,682
Youth financial support	-	11,955	22,274
	<b>4,021,467</b>	<b>3,682,482</b>	8,047,166
<b>Excess (deficiency) of revenues over expenses before other items</b>	<b>(284,141)</b>	<b>182,335</b>	1,268,961
<b>Other items</b>			
Administration fee revenue	568,886	166,717	916,596
Administration fee expenses	(262,564)	(166,707)	(892,039)
Amortization	-	(112,227)	(138,009)
	<b>306,322</b>	<b>(112,217)</b>	(113,452)
<b>Annual surplus</b>	<b>22,181</b>	<b>70,118</b>	1,155,509

*The accompanying notes are an integral part of these financial statements*

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Statement of Changes in Net Assets (Deficit)**

*For the year ended March 31, 2015*

	<i>Unrestricted</i>	<i>Invested in Capital Assets</i>	<b>2015</b>	<b>2014</b>
<b>Net assets (deficit), beginning of year</b>	<b>(633,350)</b>	<b>142,316</b>	<b>(491,034)</b>	(1,646,543)
<b>Annual surplus (deficit)</b>	<b>182,344</b>	<b>(112,227)</b>	<b>70,118</b>	1,155,509
<b>Proceeds on disposal of capital assets</b>	<b>7,265</b>	<b>(7,265)</b>	<b>-</b>	-
<b>Net assets (deficit), end of year</b>	<b>(443,741)</b>	<b>22,824</b>	<b>(420,916)</b>	(491,034)

*The accompanying notes are an integral part of these financial statements*

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Statement of Cash Flows**  
*For the year ended March 31, 2015*

	<b>2015</b>	<b>2014</b>
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Annual surplus	70,118	1,155,509
Amortization	112,227	138,009
Bad debts	-	104,310
	<b>182,345</b>	1,397,828
Changes in working capital accounts		
Accounts receivable	482,930	(388,773)
Prepaid expenses and deposits	(588)	13,398
Accounts payable and accruals	(1,015,559)	(501,746)
Deferred revenue	(1,189,294)	(21,158)
	<b>(1,540,166)</b>	499,549
<b>Financing</b>		
Advances from related parties	858,343	-
Repayment of advances from related parties	-	(40,787)
	<b>858,343</b>	(40,787)
<b>Investing</b>		
Repayment of advances to related parties	-	93,642
Purchase of capital asset	-	(137,226)
Proceeds on disposal of capital assets	7,265	-
Investment in subsidiaries	-	(1)
	<b>7,265</b>	(43,585)
<b>Increase (decrease) in cash resources</b>	<b>(674,558)</b>	415,177
<b>Cash resources, beginning of year</b>	<b>975,294</b>	560,117
<b>Cash resources, end of year</b>	<b>300,736</b>	975,294

*The accompanying notes are an integral part of these financial statements*

# Assembly of Manitoba Chiefs Secretariat Inc.

## Notes to the Financial Statements

For the year ended March 31, 2015

### 1. Incorporation and nature of the organization

The Assembly of Manitoba Chiefs Secretariat Inc. (the "Organization") was incorporated under the Canada Corporations Act as a not-for-profit organization on May 17, 1988. The purpose of the Organization is to provide coordinated and cooperative activities on behalf of and under the direction of the Assembly of Manitoba Chiefs on issues of common interest and concern, it being understood that the Organization is dedicated exclusively to the social, cultural, educational and economic development of its members, who for the most part live on reserve.

The Organization is a not-for-profit organization under the Income Tax Act (the "Act") and as such is exempt from income taxes. In order to maintain its status as a not-for-profit organization under the Act, the Organization must meet certain requirements with the Act. In the opinion of management, these requirements have been met.

Comparative figures for the prior year include health and social programs previously administered by Assembly of Manitoba Chiefs Secretariat Inc. Effective April 1, 2014, health and social programs were transferred to First Nations Health and Social Secretariat of Manitoba.

### 2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for government not-for-profit organizations and include the following significant accounting policies:

#### **Cash and cash equivalents**

Cash and cash equivalents include balances with banks.

#### **Capital assets**

Capital assets are recorded at cost. The cost for contributed capital assets is considered to be the fair value at the date of contribution.

Amortization is provided using the straight-line method at rates intended to amortize the cost of assets over their estimated useful lives. In the year of acquisition only amortization is pro-rated based on the acquisition date of the asset.

	<b>Rate</b>
Automotive	3 years
Computer equipment	3 years
Furniture and equipment	5 years
Leasehold improvements	5 years

#### **Investment in subsidiaries**

The Organization accounts for the investment in three wholly-owned profit oriented subsidiaries, Sand Hills Casino Resort Inc., AMC Financial & Executive Management Service Inc. and 6074180 Manitoba Ltd. using the modified equity method. The investment is recorded at cost and increased (decreased) by the Organization's share of each of the subsidiary's annual income (loss).

#### **Revenue recognition**

The Organization follows the deferral method of accounting for contributions, which includes government grants and donations. Unrestricted contributions and program grants are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred.

#### **Deferred contributions**

The excess of revenues over expenses of some programs may require repayment and is recorded as a liability. When approval to retain the funds is received and/or permitted, the excess is recorded as revenue.

**2. Significant accounting policies** *(Continued from previous page)*

***Measurement uncertainty***

The preparation of financial statements in conformity with Canadian accounting standards for government not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable and advances to related parties are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in the statement of operations in the periods in which they become known.

***Financial instruments***

The Organization recognizes its financial instruments when the Organization becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with CPA 3840 Related Party Transactions.

At initial recognition, the Organization may irrevocably elect to subsequently measure any financial instrument at fair value. The Organization made no such election during the year.

The Organization subsequently measures investments in equity instruments quoted in an active market at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market are subsequently measured at cost less impairment. All other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the statement of operations for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at amortized cost or cost.

***Related party transactions***

Related party transactions are recorded at the fair value, which is equal to the exchange amount at the time of the transaction. The exchange amount is the amount of consideration established and agreed to by the related parties.

***Long-lived assets***

Long-lived assets consist of capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

The Organization performs impairment testing on long lived assets held for use whenever events or changes in circumstances indicate that the carrying value of an asset, or group of assets, may not be recoverable. Impairment losses are recognized when the undiscounted future cash flows from its use and disposal are less than the asset's carrying amount. Impairment is measured as the amount by which the asset's carrying value exceeds its fair value. Any impairment is included in the statement of operations in the year.

***Organizations subject to control***

The Organization exerts control over Tay Bway Win First Nations Justice Fund Inc. by virtue of sharing common Directors and Sand Hills Casino Resort Trust by owning 6074180 Manitoba Ltd., which is the trustee of Sand Hills Casino Resort Trust. Tay Bway Win First Nations Justice Fund Inc. and Sand Hills Casino Resort Trust have not been consolidated into the Organization's financial statements. Tay Bway Win First Nations Justice Fund Inc. is a not-for-profit organization with no share capital and is exempt from tax. Sand Hills Casino Resort Trust is a Trust and is the limited partner of the Sand Hills Casino Limited Partnership. The accounting policies of this organization subject to control are similar to those of the Organization.

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2015*

**3. Accounts receivable**

	2015	2014
Aboriginal Affairs and Northern Development Canada (AANDC)	44,405	114,507
First Nations and Inuit Health	-	25,750
GST receivable	175,669	273,407
	<b>220,074</b>	413,664
Province of Manitoba	33,387	113,945
Assembly of First Nations	211	4,000
University of Manitoba	10,688	119,709
University of Winnipeg	4,585	1,000
City of Winnipeg	248,348	286,070
Other	242,961	18,600
Southern Chiefs Organization	11,299	11,299
United Way	5,000	1,000
Manitoba First Nation Education Resource Centre Inc.	11,000	-
First Nations Information Governance Centre	-	279,196
University of Victoria	-	10,000
Swampy Cree Tribal Council	-	12,000
Winnipeg Regional Health Authority	79,338	79,338
	<b>646,817</b>	936,157
	<b>866,891</b>	1,349,821

**4. Advances to related parties**

Advances to related parties are unsecured, non-interest bearing, and with no set terms of repayment.

	2015	2014
Sand Hills Casino Resort Limited Partnership	34,105	34,105
Tay Bway Win First Nations Justice Fund Inc.	1,388	1,388
	<b>35,493</b>	35,493

These organizations are related parties by virtue of common control by the Organization.



**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2015*

**5. Capital assets**

	<i>Cost</i>	<i>Accumulated amortization</i>	<i>2015 Net book value</i>
Automotive	77,748	77,748	-
Computer equipment	580,799	558,664	22,135
Furniture and equipment	646,672	646,672	-
Leasehold improvements	115,306	114,617	689
	<b>1,420,525</b>	<b>1,397,701</b>	<b>22,824</b>

	<i>Cost</i>	<i>Accumulated amortization</i>	<i>2014 Net book value</i>
Automotive	106,804	86,239	20,565
Computer equipment	580,799	485,147	95,652
Furniture and equipment	646,672	644,324	2,348
Leasehold improvements	115,306	91,555	23,751
	<b>1,449,581</b>	<b>1,307,265</b>	<b>142,316</b>

# Assembly of Manitoba Chiefs Secretariat Inc.

## Notes to the Financial Statements

*For the year ended March 31, 2015*

### 6. Investment in subsidiaries

The Organization owns 100% of the issued share capital of 5847479 Manitoba Ltd., operating as Sand Hills Casino Resort Inc. (the general partner of the Sand Hills Casino Resort Limited Partnership), 6074180 Manitoba Ltd. (the trustee of the Sand Hills Casino Resort Trust), and AMC Financial Management & Executive Services Inc.

5847479 Manitoba Ltd. and 6074180 Manitoba Ltd. have been established to develop, manage and operate a new casino in southwestern Manitoba owned equally by or on behalf of all Manitoba First Nations.

AMC Financial Management & Executive Services Inc. is a for profit entity that was established on December 23, 2013 to provide financial and management services.

There has been no financial activity in 6074180 Manitoba Ltd. and AMC Financial Management & Executive Services Inc. for the years ended March 31, 2014 and March 31, 2015. They both have share capital of \$100.

	2015	2014
AMC Financial Management & Executive Services Inc.	1	1
5847479 Manitoba Ltd.	1	1
6074180 Manitoba Ltd.	1	1
<b>Investment in subsidiaries</b>	<b>3</b>	<b>3</b>
<b>5847479 Manitoba Ltd.</b>		
Assets	(160)	(30)
Accumulated deficit	(160)	(30)
Loss from partnership	(130)	(31)
Annual deficit	(130)	(31)

### 7. Bank indebtedness

The Organization has access to a line of credit in the amount of \$400,000 (2014 - \$900,000) of which \$nil was drawn as at March 31, 2015 (2014 - \$nil). The line of credit has an interest rate of prime plus 1.6% (2014 - prime plus 1.6%), and is secured by a general security agreement constituting a first ranking security interest in all personal property of the borrower. Prime rate as at March 31, 2015 is 2.85% (2014 - 3.0%).

# Assembly of Manitoba Chiefs Secretariat Inc.

## Notes to the Financial Statements

*For the year ended March 31, 2015*

### 8. Accounts payable and accruals

	2015	2014
Trade payables	191,423	1,100,617
Accrued wages payable	190,242	284,351
AANDC surplus payable related to 2013/14	19,063	31,318
AANDC surplus payable related to 2012/13	61,985	61,985
AANDC surplus payable related to 2011/12	10,879	10,879
First Nations and Inuit Health	30,000	30,000
	<b>503,592</b>	<b>1,519,150</b>

### 9. Deferred revenue

	2015	2014
First Nations Information Governance Centre	-	602,873
City of Winnipeg	30,229	71,254
Province of Manitoba	-	118,933
University of Victoria	-	24,419
Canada Health Infoway	-	108,813
Other	10,000	25,205
University of Manitoba	-	119,940
Assembly of First Nations	-	7,837
Ma Mawi Chi Itata	-	47,878
Swampy Cree Nation Tribal Council	-	44,524
Sand Hills Casino Limited Partnership	-	21,735
First Nations Women's Committee	-	27,112
Inter-Governmental Committee on First Nations Health	-	9,000
	<b>40,229</b>	<b>1,229,523</b>

During the year, \$853,309 of deferred at March 31, 2014 was transferred to First Nations Health and Social Secretariat of Manitoba.

### 10. Advances from related parties

Advances from related parties are from First Nation Education Trust Inc. (FNET) and First Nations Health and Social Secretariat of Manitoba. FNET and First Nations Health and Social Secretariat of Manitoba are related as described in Note 15. Advances from related parties are unsecured, non-interest bearing, and with no set terms of repayment.

	2015	2014
First Nation Education Trust Inc.	287,393	287,399
First Nations Health and Social Secretariat of Manitoba	858,349	-
	<b>1,145,742</b>	<b>287,399</b>

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2015*

**11. Contingencies**

The Organization is subject to funding recoveries according to their agreements with federal government agencies. At year end it was not determined to what extent any funding amounts relating to the year ending March 31, 2015 might be recovered by these agencies.

**12. Commitments**

The Organization has entered into various lease agreements with estimated minimum annual payments as follows:

2016	315,305
2017	14,393
2018	7,197

**13. Aboriginal Affairs and Northern Development Canada (AANDC) funding reconciliation**

	<b>2015</b>	<b>2014</b>
AANDC funding per confirmation	<b>846,125</b>	3,610,940
Add: AANDC allowed carry forward from 2012/13	-	86,082
Add: AANDC amendment #6	-	13,250
Less: Unspent AANDC funds for Research and Advocacy	-	(7,000)
<b>Total AANDC revenue (page 2)</b>	<b>846,125</b>	<b>3,703,272</b>

**14. Employee future benefits**

All full-time employees of the Organization are required to be members of the Assembly of Manitoba Chief's pension plan, which is a defined contribution pension plan. The Organization's contributions made to the plan during the year amounted to \$65,380 (2014 - \$145,334). As at March 31, 2015 the pension plan benefits are paid up to date.

**15. Significantly influenced entities**

**Manitoba Tipi Mitawa Inc.**

Manitoba Tipi Mitawa Inc. was incorporated on December 20, 2007. The mission of the Manitoba Tipi Mitawa Inc. is to improve the opportunity for indigenous people to become private homeowners, to develop a program for affordable home ownership for indigenous people, to administer a homeownership program, to establish an education program in support of private home ownership and to administer a down payment and home financing program for qualifying families and individuals. Manitoba Tipi Mitawa Inc. is a not-for-profit entity.

Manitoba Tipi Mitawa Inc. is governed by a maximum of 8 directors: 3 nominated by the Organization, 3 nominated by The Manitoba Real Estate Association Inc, and 2 co-chairs mutually appointed by the Organization and The Manitoba Real Estate Association Inc.

The Organization did not engage in any transactions with Manitoba Tipi Mitawa Inc. during the years ended March 31, 2015 and March 31, 2014.

**First Nations Health and Social Secretariat of Manitoba**

First Nations Health and Social Secretariat of Manitoba was incorporated under the Canada Corporations Act as a not-for-profit organization on January 22, 2014. The purpose of the Organization is to provide coordinated and cooperative activities on behalf of and under the direction of the Assembly of Manitoba Chiefs on issues of common interest and concern.

First Nations Health and Social Secretariat of Manitoba Board of Directors are elected by the Executive Council of the Organization.

The Organization transferred a vehicle worth \$7,264, transferred deferred revenues of \$853,309 and received service fees of \$172,725 during the year ended March 31, 2015 (\$nil in 2014).

**First Nations Education Trust Inc.**

First Nations Education Trust Inc. was incorporated in 1995. First Nations Education Trust Inc. is a not-for-profit entity and is exempt from tax.

There is currently no board members for First Nations Education Trust Inc. The Organization is fulfilling a managerial role until a board of directors is established.

The Organization had no transactions with First Nations Education Trust Inc. during the year ended March 31, 2015 (\$2,601 in 2014).

**16. Financial instruments**

The Organization, as part of its operations, carries a number of financial instruments. It is management's opinion that the Organization is not exposed to significant interest, currency, or credit risks arising from these financial instruments except as otherwise disclosed.

***Fair value of financial instruments***

The following methods and assumptions were used by the Organization in estimating the fair values of financial instruments that are measured at amortized cost:

The fair value of cash, accounts receivable, accounts payable and accruals, and advances to and from related parties are approximated by their carrying amounts due to their short-term nature.

**17. Economic dependence**

The Organization's primary source of revenue is federal government grants. The grant funding can be cancelled if the Organization does not observe certain established guidelines. The Organization's ability to continue viable operations is dependent upon maintaining its right to follow the criteria within the federal government guidelines. As at the date of these financial statements the Organization believes that it is in compliance with the guidelines.

**18. Related party transactions**

The Organization receives funding and disburses funds on behalf of its related parties. All transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

*Manitoba First Nations Education Resource Centre Inc.*

The Organization received funding for operations of \$136,633 (2014 - \$120,000).

*Sand Hills Casino Resort Limited Partnership*

The Organization received funding for operations of \$180,000 (2014 - \$nil).

**19. Comparative figures**

Certain comparative figures have been reclassified to conform with current year presentation.



# Exhibit B

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Financial Statements**  
*March 31, 2016*

## Management's Responsibility

---

To the Members of the Assembly of Manitoba Chiefs Secretariat Inc.:

The accompanying financial statements of the Assembly of Manitoba Chiefs Secretariat Inc. (the "Organization") are the responsibility of management and have been approved by the Board of Directors.

Management is responsible for the preparation and fair presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for government not-for-profit organizations. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed primarily of Directors who are neither management nor employees of the Organization. The Board of Directors is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial statements. The Board of Directors fulfills these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board of Directors is also responsible for recommending the appointment of the Organization's external auditors.

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by the Members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board of Directors and management to discuss their audit findings.

September 12, 2016



---

## Independent Auditors' Report

---

To the Members of the Assembly of Manitoba Chiefs Secretariat Inc.:

We have audited the accompanying financial statements of Assembly of Manitoba Chiefs Secretariat Inc., which comprise the statement of financial position as at March 31, 2016, and the statements of operations, changes in net assets (deficit) and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### *Basis for Qualified Opinion*

Canadian accounting standards for government not-for-profit organizations requires controlled organizations to have its financial information disclosed in the notes to the financial statements. Management has excluded the disclosure of such financial information.

### *Opinion*

In our opinion, except for the matter described above in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Assembly of Manitoba Chiefs Secretariat Inc. as at March 31, 2016 and the results of its operations, changes in net assets (deficit) and its cash flows for the year then ended in accordance with Canadian accounting standards for government not-for-profit organizations.

Winnipeg, Manitoba

September 12, 2016

*MNP LLP*

Chartered Professional Accountants

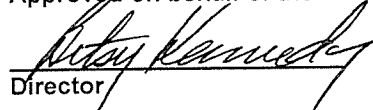
# Assembly of Manitoba Chiefs Secretariat Inc.

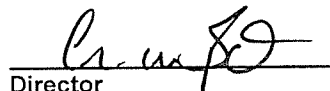
## Statement of Financial Position

As at March 31, 2016

	2016	2015
<b>Assets</b>		
<b>Current</b>		
Cash	220,219	300,736
Accounts receivable (Note 3)	1,135,875	866,891
Due from related parties (Note 4)	2,866	35,493
Prepaid expenses and deposits	56,282	42,699
	1,415,242	1,245,819
<b>Capital assets (Note 5)</b>	23,810	22,824
<b>Investment in subsidiaries (Note 6)</b>	3	3
	1,439,055	1,268,646
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals (Note 8)	553,987	503,592
Deferred revenue (Note 9)	-	40,229
Due to related parties (Note 10)	1,229,893	1,145,742
Revenue deferred for contractual commitments (Note 11)	24,181	-
	1,808,061	1,689,563
<b>Contingencies (Note 12)</b>		
<b>Commitments (Note 13)</b>		
<b>Net Assets (Deficit)</b>		
Unrestricted	(392,816)	(443,741)
Invested in capital assets	23,810	22,824
	(369,006)	(420,917)
	1,439,055	1,268,646

Approved on behalf of the Board

  
Director

  
Director

The accompanying notes are an integral part of these financial statements

# Assembly of Manitoba Chiefs Secretariat Inc.

## Statement of Operations

*For the year ended March 31, 2016*

	<i>2016 Budget</i>	<i>2016</i>	<i>2015</i>
<b>Revenues</b>			
Other revenue	1,005,275	1,053,633	931,885
Indigenous and Northern Affairs Canada (INAC) (Note 14)	696,630	913,780	846,125
City of Winnipeg	770,744	614,047	590,853
Province of Manitoba	569,177	577,855	682,602
First Nations and Inuit Health	251,070	333,180	131,070
Winnipeg Regional Health Authority	317,351	317,351	317,351
Assembly of First Nations	-	125,684	-
Government of Canada	-	40,002	-
University of Manitoba	-	5,535	21,759
Interest	-	2,348	4,531
Human Resources and Skills Development Canada	-	-	2,656
Revenue deferred in prior year (Note 9)	-	40,229	1,229,523
Revenue deferred transferred to First Nations Health and Social Secretariat of Manitoba (Note 16)	-	-	(853,309)
Revenue deferred to subsequent year (Note 9)	-	-	(40,229)
Revenue deferred for contractual commitments to subsequent year (Note 11)	-	(24,181)	-
Repayment of funding	-	(95,073)	-
	<b>3,610,247</b>	<b>3,904,390</b>	<b>3,864,817</b>

*Continued on next page*

# Assembly of Manitoba Chiefs Secretariat Inc.

## Statement of Operations

*For the year ended March 31, 2016*

	2016 <i>Budget</i>	2016	2015
<b>Total revenues</b> <i>(Continued from previous page)</i>	<b>3,610,247</b>	<b>3,904,390</b>	<b>3,864,817</b>
<b>Expenses</b>			
Advertising	-	24,921	3,567
Annual gifts	-	11,963	17,349
Bank charges and interest	10,000	11,091	12,774
Client support	159,129	35,825	49,547
Donations	1,000	15,794	3,738
Equipment leases	141,614	61,905	115,067
Insurance	18,000	21,059	20,951
Meetings	46,000	126,634	88,679
Membership fees	-	3,870	3,483
Nutrition	21,000	26,976	17,328
Office supplies	55,893	46,849	66,265
Professional fees	281,697	420,924	366,389
Reference materials	6,300	4,960	3,366
Rent	213,223	215,652	186,201
Repairs and maintenance	-	1,649	3,437
Salaries and benefits	2,127,717	2,161,386	2,110,394
Telephone and telecommunications	44,106	45,399	55,075
Training and education	32,708	59,455	43,918
Travel	470,386	505,898	502,999
Youth financial support	18,000	23,950	11,955
	<b>3,646,773</b>	<b>3,826,160</b>	<b>3,682,482</b>
<b>Excess (deficiency) of revenues over expenses before other items</b>	<b>(36,526)</b>	<b>78,230</b>	<b>182,335</b>
<b>Other items</b>			
Administration fee revenue	143,291	176,028	166,717
Administration fee expenses	(121,168)	(176,028)	(166,707)
Amortization	-	(26,319)	(112,227)
	<b>22,123</b>	<b>(26,319)</b>	<b>(112,217)</b>
<b>Annual surplus (deficit)</b>	<b>(14,403)</b>	<b>51,911</b>	<b>70,118</b>

*The accompanying notes are an integral part of these financial statements*

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Statement of Changes in Net Assets (Deficit)**  
*For the year ended March 31, 2016*

	<i>Unrestricted</i>	<i>Invested in Capital Assets</i>	<b>2016</b>	<b>2015</b>
Net assets (deficit), beginning of year	(443,741)	22,824	<b>(420,917)</b>	(491,035)
Annual surplus (deficit)	78,230	(26,319)	<b>51,911</b>	70,118
Purchase of capital assets	(27,305)	27,305	-	-
Net assets (deficit), end of year	<b>(392,816)</b>	<b>23,810</b>	<b>(369,006)</b>	(420,917)

*The accompanying notes are an integral part of these financial statements*



**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Statement of Cash Flows**  
*For the year ended March 31, 2016*

	2016	2015
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Annual surplus	51,911	70,118
Amortization	26,319	112,227
	78,230	182,345
Changes in working capital accounts		
Accounts receivable	(268,984)	482,930
Prepaid expenses and deposits	(13,583)	(588)
Accounts payable and accruals	50,395	(1,015,559)
Deferred revenue	(40,229)	(1,189,294)
Revenue deferred for contractual commitments	24,181	-
	(169,990)	(1,540,166)
<b>Financing</b>		
Advances from related parties	84,151	858,343
<b>Investing</b>		
Repayment of advances to related parties	32,627	-
Purchase of capital assets	(27,305)	-
Proceeds on disposal of capital assets	-	7,265
	5,322	7,265
<b>Decrease in cash resources</b>	(80,517)	(674,558)
<b>Cash resources, beginning of year</b>	300,736	975,294
<b>Cash resources, end of year</b>	220,219	300,736

The accompanying notes are an integral part of these financial statements

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2016*

---

**1. Incorporation and nature of the organization**

The Assembly of Manitoba Chiefs Secretariat Inc. (the "Organization") was incorporated under the Canada Corporations Act as a not-for-profit organization on May 17, 1988. The purpose of the Organization is to provide coordinated and cooperative activities on behalf of and under the direction of the Assembly of Manitoba Chiefs on issues of common interest and concern, it being understood that the Organization is dedicated exclusively to the social, cultural, educational and economic development of its Members, who for the most part live on reserve.

The Organization is a not-for-profit organization under the Income Tax Act (the "Act") and as such is exempt from income taxes. In order to maintain its status as a not-for-profit organization under the Act, the Organization must meet certain requirements with the Act. In the opinion of management, these requirements have been met.

**2. Significant accounting policies**

The financial statements have been prepared in accordance with Canadian accounting standards for government not-for-profit organizations and include the following significant accounting policies:

***Cash and cash equivalents***

Cash and cash equivalents include balances with banks.

***Capital assets***

Capital assets are recorded at cost. The cost for contributed capital assets is considered to be the fair value at the date of contribution.

Amortization is provided using the straight-line method at rates intended to amortize the cost of assets over their estimated useful lives. In the year of acquisition, amortization is pro-rated based on the acquisition date of the asset.

	<i>Rate</i>
Automotive	3 years
Computer equipment	3 years
Furniture and equipment	5 years
Leasehold improvements	5 years

***Investment in subsidiaries***

The Organization accounts for the investment in three wholly-owned profit oriented subsidiaries, Sand Hills Casino Resort Inc., AMC Financial & Executive Management Service Inc. and 6074180 Manitoba Ltd. using the modified equity method. The investment is recorded at cost and increased (decreased) by the Organization's share of each of the subsidiary's annual income (loss).

***Revenue recognition***

The Organization follows the deferral method of accounting for contributions, which includes government grants and donations. Unrestricted contributions and program grants are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred.

***Deferred contributions***

The excess of revenues over expenses of some programs may require repayment and is recorded as a liability. When approval to retain the funds is received and/or permitted, the excess is recorded as revenue.

***Revenue deferred for contractual commitments***

Revenue deferred for contractual commitments is recorded as a liability on the statement of financial position when a commitment to purchase a good or service has been made but is not provided before the Organization's year-end and revenue has been provided to specifically fund the related good or service.

**2. Significant accounting policies** *(Continued from previous page)*

***Measurement uncertainty***

The preparation of financial statements in conformity with Canadian accounting standards for government not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable and due from related parties are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in the statement of operations in the periods in which they become known.

***Financial instruments***

The Organization recognizes its financial instruments when the Organization becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with CPA 3840 Related Party Transactions.

At initial recognition, the Organization may irrevocably elect to subsequently measure any financial instrument at fair value. The Organization made no such election during the year.

The Organization subsequently measures investments in equity instruments quoted in an active market at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market are subsequently measured at cost less impairment. All other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the statement of operations for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at amortized cost or cost.

***Long-lived assets***

Long-lived assets consist of capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

The Organization performs impairment testing on long lived assets held for use whenever events or changes in circumstances indicate that the carrying value of an asset, or group of assets, may not be recoverable. Impairment losses are recognized when the undiscounted future cash flows from its use and disposal are less than the asset's carrying amount. Impairment is measured as the amount by which the asset's carrying value exceeds its fair value. Any impairment is included in the statement of operations in the year.

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2016*

**3. Accounts receivable**

	2016	2015
Indigenous and Northern Affairs Canada (INAC)	130,640	44,405
GST receivable	210,331	175,669
	<b>340,971</b>	<b>220,074</b>
Province of Manitoba	47,489	33,387
Assembly of First Nations	-	211
University of Manitoba	-	10,688
University of Winnipeg	-	4,585
City of Winnipeg	434,533	248,348
Other	52,044	242,961
Southern Chiefs Organization	-	11,299
United Way	-	5,000
Manitoba Association of Friendship Centre	85,500	-
Manitoba First Nation Educations Resource Centre Inc.	96,000	11,000
Winnipeg Regional Health Authority	79,338	79,338
	<b>794,904</b>	<b>646,817</b>
	<b>1,135,875</b>	<b>866,891</b>

**4. Due from related parties**

Advances to related parties are unsecured, non-interest bearing, and with no set terms of repayment.

	2016	2015
Sand Hills Casino Resort Limited Partnership	-	34,105
Tay Bway Win First Nations Justice Fund Inc.	2,866	1,388
	<b>2,866</b>	<b>35,493</b>

These organizations are related parties by virtue of common control by the Organization.

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2016*

**5. Capital assets**

	<i>Cost</i>	<i>Accumulated amortization</i>	<i>2016 Net book value</i>
Automotive	77,748	77,748	-
Computer equipment	592,254	582,708	9,546
Furniture and equipment	662,521	648,257	14,264
Leasehold improvements	115,306	115,306	-
	<b>1,447,829</b>	<b>1,424,019</b>	<b>23,810</b>

	<i>Cost</i>	<i>Accumulated amortization</i>	<i>2015 Net book value</i>
Automotive	77,748	77,748	-
Computer equipment	580,799	558,664	22,135
Furniture and equipment	646,672	646,672	-
Leasehold improvements	115,306	114,617	689
	<b>1,420,525</b>	<b>1,397,701</b>	<b>22,824</b>

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2016*

**6. Investment in subsidiaries**

The Organization owns 100% of the issued share capital of 5847479 Manitoba Ltd., operating as Sand Hills Casino Resort Inc. (the general partner of the Sand Hills Casino Resort Limited Partnership), 6074180 Manitoba Ltd. (the trustee of the Sand Hills Casino Resort Trust) and AMC Financial Management & Executive Services Inc.

5847479 Manitoba Ltd. and 6074180 Manitoba Ltd. have been established to develop, manage and operate a new casino in southwestern Manitoba owned equally by or on behalf of all Manitoba First Nations.

AMC Financial Management & Executive Services Inc. is a for profit entity that was established on December 23, 2013 to provide financial and management services.

There has been no financial activity in 6074180 Manitoba Ltd. and AMC Financial Management & Executive Services Inc. for the years ended March 31, 2015 and March 31, 2016.

	2016	2015
AMC Financial Management & Executive Services Inc.	1	1
5847479 Manitoba Ltd.	1	1
6074180 Manitoba Ltd.	1	1
<b>Investment in subsidiaries</b>	<b>3</b>	<b>3</b>
<b>5847479 Manitoba Ltd.</b>		
Liabilities	(353)	(160)
Shareholders' deficit	(353)	(160)
Loss from partnership	(192)	(130)
Annual deficit	(192)	(130)

**7. Bank indebtedness**

The Organization has access to a line of credit in the amount of \$400,000 (2015 - \$400,000) of which \$nil was drawn as at March 31, 2016 (2015 - \$nil). The line of credit has an interest rate of prime plus 1.6% (2015 - prime plus 1.6%), and is secured by a general security agreement constituting a first ranking security interest in all personal property of the borrower. Prime rate as at March 31, 2016 is 2.70% (2015 - 2.85%).

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2016*

**8. Accounts payable and accruals**

	2016	2015
Trade payables	248,183	191,423
Accrued wages payable	121,477	190,242
INAC surplus payable	184,327	91,927
First Nations and Inuit Health	30,000	30,000
	<b>583,987</b>	<b>503,592</b>

**9. Deferred revenue**

	2016	2015
City of Winnipeg	-	30,229
Other	-	10,000
	<b>-</b>	<b>40,229</b>

**10. Due to related parties**

Due to related parties are from First Nation Education Trust Inc. (FNET) and First Nations Health and Social Secretariat of Manitoba ("FNHSSM"). FNET and First Nations Health and Social Secretariat of Manitoba are related as described in Note 16. Advances from FNET are unsecured, non-interest bearing, and with no set terms of repayment. Advances from FNHSSM are unsecured, non-interest bearing, and repayment terms are being agreed upon between both parties.

	2016	2015
First Nation Education Trust Inc.	280,723	287,393
First Nations Health and Social Secretariat of Manitoba	949,170	858,349
	<b>1,229,893</b>	<b>1,145,742</b>

**11. Revenue deferred for contractual commitments**

Contractual commitments consists of \$24,181 (2015 - \$nil) of deferred revenue for purchases of goods and services that were ordered and committed to before year-end. The revenue related to these contractual commitments have been deferred, as the goods or services were not received prior to March 31, 2016 and therefore not expensed.

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2016*

---

**12. Contingencies**

The Organization is subject to funding recoveries according to their agreements with federal government agencies. At year end it was not determined to what extent any funding amounts relating to the year ending March 31, 2016 might be recovered by these agencies.

**13. Commitments**

The Organization has entered into various lease agreements with estimated minimum annual payments as follows:

2016	124,338
2017	118,003
2018	99,000

**14. Indigenous and Northern Affairs Canada (INAC) funding reconciliation**

	2016	2015
INAC funding per confirmation	913,780	846,125
Total INAC revenue (page 2)	913,780	846,125

**15. Employee future benefits**

All full-time employees of the Organization are required to be members of the Organization's pension plan, which is a defined contribution pension plan. The Organization's contributions made to the plan during the year amounted to \$59,090 (2015 - \$65,380). As at March 31, 2016 the pension plan benefits are paid up to date.



**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2016*

---

**16. Significantly influenced entities**

**Manitoba Tipi Mitawa Inc.**

Manitoba Tipi Mitawa Inc. was incorporated on December 20, 2007. The mission of the Manitoba Tipi Mitawa Inc. is to improve the opportunity for indigenous people to become private homeowners, to develop a program for affordable home ownership for indigenous people, to administer a homeownership program, to establish an education program in support of private home ownership and to administer a down payment and home financing program for qualifying families and individuals. Manitoba Tipi Mitawa Inc. is a not-for-profit entity.

Manitoba Tipi Mitawa Inc. is governed by a maximum of 8 directors: 3 nominated by the Organization, 3 nominated by The Manitoba Real Estate Association Inc, and 2 co-chairs mutually appointed by the Organization and The Manitoba Real Estate Association Inc.

The Organization did not engage in any transactions with Manitoba Tipi Mitawa Inc. during the years ended March 31, 2016 and March 31, 2015.

**First Nations Health and Social Secretariat of Manitoba**

First Nations Health and Social Secretariat of Manitoba was incorporated under the Canada Corporations Act as a not-for-profit organization on January 22, 2014. The purpose of the Organization is to provide coordinated and cooperative activities on behalf of and under the direction of the Assembly of Manitoba Chiefs on issues of common interest and concern.

First Nations Health and Social Secretariat of Manitoba Board of Directors are elected by the Executive Council of the Organization.

The Organization transferred a vehicle worth \$nil (2014 - \$7,264), transferred deferred revenues of \$nil (2015 - \$853,309) and received service fees of \$138,333 (2015 - \$172,725).

**First Nations Education Trust Inc.**

First Nations Education Trust Inc. was incorporated in 1995. First Nations Education Trust Inc. is a not-for-profit entity and is exempt from tax.

There is currently no board members for First Nations Education Trust Inc. The Organization is fulfilling a managerial role until a board of directors is established.

The Organization paid expenses of \$6,669 for the First Nations Education Trust Inc. during the year ended March 31, 2016 (\$nil in 2015).

**17. Financial instruments**

The Organization, as part of its operations, carries a number of financial instruments. It is management's opinion that the Organization is not exposed to significant interest, currency, or credit risks arising from these financial instruments except as otherwise disclosed.

**Fair value of financial instruments**

The following methods and assumptions were used by the Organization in estimating the fair values of financial instruments that are measured at amortized cost:

The fair value of cash, accounts receivable, accounts payable and accruals, and due to and from related parties are approximated by their carrying amounts due to their short-term nature.

**Assembly of Manitoba Chiefs Secretariat Inc.**  
**Notes to the Financial Statements**

*For the year ended March 31, 2016*

---

**18. Economic dependence**

The Organization's primary source of revenue is federal government grants. The grant funding can be cancelled if the Organization does not observe certain established guidelines. The Organization's ability to continue viable operations is dependent upon maintaining its right to follow the criteria within the federal government guidelines. As at the date of these financial statements the Organization believes that it is in compliance with the guidelines.

**19. Related party transactions**

The Organization receives funding and disburses funds on behalf of its related parties. All transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

*Manitoba First Nations Education Resource Centre Inc.*

The Organization received funding for operations of \$205,000 (2015 - \$136,633) of which \$96,000 (2015 - \$11,000) is included in accounts receivable.

*Sand Hills Casino Resort Limited Partnership*

The Organization received funding for operations of \$240,000 (2015 - \$180,000).

**20. Comparative figures**

Certain comparative figures have been reclassified to conform with current year presentation.

# Exhibit C

# Assembly of Manitoba Chiefs



27th Annual General Report

Opaskwayak Cree Nation  
July 21 - 23, 2015

# The Aboriginal Business Directory

## Connecting Your Business with the Manitoba Government

If you own or operate an Aboriginal business, you should register today with the Manitoba government's Aboriginal Business Directory.

This directory is a resource guide for all government buyers and contains a listing of all the businesses that have formally registered under Manitoba's Aboriginal Procurement Initiative.

Each business is categorized according to the sector in which they operate. These sectors include:

- Restaurants
- Information Technology
- Accommodations
- Consulting Services, and
- Construction
- many others...

### What it means to you

By registering in the directory, you will help Manitoba government buyers identify your Aboriginal business as a potential supplier of goods and services, help mainstream business identify your business as a potential partner when bidding on Manitoba tenders, and provide you with networking opportunities with other Aboriginal suppliers.

### Find out more

To learn more or to register for the Aboriginal Business Directory, please contact the Procurement Services Branch at 204-945-6361 or visit [http://www.gov.mb.ca/mit/psb/api/api\\_bd.html](http://www.gov.mb.ca/mit/psb/api/api_bd.html)



## TABLE OF CONTENTS

### **In Memoriam**

Louis Stevenson .....	4
-----------------------	---

### **Messages**

AMC Grand Chief Derek Nepinak.....	5
Elders Message .....	12
First Nations Womens Council .....	14
Youth Leaders .....	15

### **Governance**

ECC Report .....	16
AMC Management/Operations Report .....	19

### **Renewal Initiatives**

Gaming .....	23
Treaties .....	27
Woman, Children and Families .....	33
First Nations Family Advocate Office.....	39
Youth Secretariat .....	41
EAGLE Urban Transition Centre .....	46
Patient Advocate .....	53



## In Memoriam

### LOUIS JOHN STEVENSON – A Dedication



Chief Louis Stevenson (Anishinaabe/Ininiw) was appointed as the first Provincial Leader for the Assembly of Manitoba Chiefs (AMC) in 1987 and served in this capacity until 1989.

In 1988, as leader of the new Assembly of Manitoba Chiefs organization, Provincial Leader Chief Stevenson played a major role in uniting Manitoba First Nations to stand with Elijah Harper, MLA to defeat the Meech Lake Accord. Chief Stevenson lobbied the Government of Canada to ensure implementation of the Constitution Act of Canada and its recognition and affirmation of our Treaty and Aboriginal Rights. "When we look back over the past 40 years of political action by Manitoba First Nations, Chief Louis Stevenson will be remembered and honoured" stated Grand Chief Nipinak.

Chief Louis Stevenson was born at the Peguis First Nation on May 19, 1950 and passed away on December 27, 2014 at the age of 64. He attended public school in his home community and graduated from high school in Winnipeg. He had a Social Counseling Diploma from Lethbridge Community College and worked as an Education Counselor in Winnipeg for six years and then two years in his home community. Following his experience gained as an Education Counselor for Indian and Northern Affairs Canada and the Peguis School Board, and Director for Manitoba Indian Student Services, Louis was then elected as Chief of the Peguis First Nation in 1981 and served as Chief for 26 years.

Chief Louis Stevenson served for thirteen consecutive terms as Chief and received numerous awards for his years of service to First Nations people including an Eagle Feather from the Assembly of Manitoba Chiefs – one of the highest traditional honors bestowed in recognition of leadership. He was nominated for the National Royal Bank Award in 1996 and received the National CANDO Award for Economic Development the following year. He also received the Commemorative Medal for the 125<sup>th</sup> Anniversary of Confederation and a National Aboriginal Achievement Award for Community Development in 1995.

His community development award was given in recognition for bringing more hydro, running water and indoor plumbing to the community, and working for improved housing, education, and economic development. Under his direction, an alcohol and drug abuse shelter, a senior's centre, a geriatric housing development, and an emergency centre for police, fire and ambulance services were built. He directed the construction of a mall including the Royal Bank, hair salon, gift shop, sporting goods store and RCMP Station. During his tenure, he helped reduce unemployment by one-third from 90% to 60%, and assisted his community members to build over 400 new houses. He brought South African Ambassador Babb to the Peguis community in 1987 to bring attention to the living conditions of Indian people. This international stage and world coverage from this visit made Chief Louis Stevenson a household name and recognition across the land.

Chief Louis Stevenson was also instrumental in initiating the negotiation process for one of the largest specific claims settlement in Canadian history based on the forced removal of the original Peguis Settlement from St. Peter's Reserve near Selkirk, Manitoba. It is expected that the Peguis First Nation will receive close to \$119 M in addition to a \$64 M land entitlement package which was recently approved by Peguis First Nation citizens.

Chief Louis Stevenson's interests include pursuing economic development opportunities, music, reading, and weightlifting. He and his wife Shirley have three children and several grandchildren.

His legacy will remain with those Chiefs, those who knew and loved him.

## Grand Chief Message



Today, we are celebrating the Assembly of Manitoba Chiefs 27<sup>th</sup> Annual General Assembly. Over the years, we have seen a shift of how we conduct business to ensure that the mandate of AMC to preserve, promote and protect Inherent and Treaty Rights for Manitoba First Nations is forefront. The current Harper's government top-down, paternalistic approach to dictate how First Nations are to govern in their own jurisdictions fails its own Constitution Act, 1982, specifically under section s.35 that reaffirms Aboriginal and Treaty Rights. As described by the wampum belt, First Nations historically believed in working together with European descendents while respecting each others path. This belief is strongly believed today, First Nations are working together collaboratively despite the colonial borders that separate us, to challenge the systemic and institutional bias and to resolve collective issues that affect all First Nations across Turtle Island.

In the past year, while advancing your collective agenda, the AMC has continued to make great strides in challenging our most pressing issues. Whether it be the financial cuts to Aboriginal Representative Organizations, often unilateral legislative decisions from governments; the staggering numbers of First Nation children in the Child Welfare System, and the most pressing issue of Missing and Murdered Indigenous Women and Girls, we are persevering and maintaining our presence as a powerful voice for indigenous peoples here in Manitoba. Many of the issues we challenge do not have one stop solutions, but require multi-faceted discussion, where gains and solutions are measured in small victories, and we have many of them.

None of the work of I do, nor the work of the AMC professional staff, can be been done without the direction of the Chiefs-in-Assembly to agree to work on our varied and challenging issues collectively and respectfully. I would like to acknowledge and thank the Manitoba leadership and the staff at AMC for their commitment to take action and make decisions that support our nationhood and well-being.

### Financial Independence

In September 2012, when funding cuts to core operations of Aboriginal Representative Organizations (ARO's) were announced nationally, AMC's core operating budget was reduced to \$500,000 annually. This represented an 85% cut to our core funded operational budget. To soften the blow of funding cuts, AANDC stated that ARO's would still receive proposal driven project funding as in past years, as long as proposals were submitted within the February 2014 deadline.

Based on representations of continued funding by AANDC, the AMC submitted eight proposals totaling \$2,621,000.00 for the 2014-2015 fiscal year. BY November 15, 2014, a full 3 quarters into this fiscal year – AANDC finally responded to project proposals they had been holding for 9 months with approval of only a partial project at \$102,000.00. The funds then flowed with less than 3 months left in the fiscal year. Internal procedural shifts at AANDC seemingly has turned administrative and funding decisions purely political, with proposals vetted through the national office directly, casting Ministerial oversight over the funding processes. This means that proposals are evaluated less on their merit and relevance to community needs, and more at the discretion of the Minister of the AANDC bureaucracy.



To help alleviate the funding challenges, the AMC has implemented a shift in focus from pure reliance on government funding, to a mixed approach of government funding and own-source revenue generation. This shift in focus has required the AMC to establish a corporate arm of our operations in not only gaming, but other business avenues and opportunities as well.

The establishment of the AMC Financial & Executive Services Inc., established by way of resolutions and motions of the Chiefs, is now operational. The flagship of the new company at this time is the introduction of a very competitive cheque replacement program that will allow for rebates to flow back to the end user directly for the use of the cards. The card empowers our community members, regardless of where their personal income is generated from band sources, to bring the purchasing power and security of VISA to each and every financial transaction. The program is an excellent opportunity for communities to streamline reporting of disbursements, which will help reduce band administrative costs locally and contribute to the purchasing power of our people.

Gaming Development & market expansion continues to be an opportunity for First Nations in Manitoba. Through our collectively owned Casino and revenue splits through the First Nations Casino Trust Fund, we are expanding the opportunity and beginning market assessments for expansions beyond our currently projected gaming opportunity in northern Manitoba. Included in our market assessment is a review of existing gaming policies jointly agreed upon with the provincial government and the potential to create gaming centre business designs. Small market gaming centres allow for less intensive financing while still generating strong revenues and creating long-term job opportunities for our community members.

Although profit generation for our Sand Hills Casino operation has not met targets this year, we are closing out the first year of operations feeling that we have overcome many obstacles and challenges that have tested our resolve to operate our collectively owned casino. I remain hopeful that our business forecast will remain strong as the casino continues to grow its client base and solidify its presence in western Manitoba. The profitability of the Sand Hills Casino is an issue for each and every First Nation in Manitoba to be diligent about as the profits generated from the casino are divided up evenly amongst all of Manitoba's First Nations communities. Considering the needs for financial support are ever increasing (with the fastest growing demographic in Canada being our youth), revenue generation is a primary concern and goal for us all. The Sand Hills Casino is our example of our efforts to work collectively to create positive outcomes and shared successes. I believe that with strategic decisions being made to fully capitalize on the opportunity of having the only Casino in western Manitoba, we can begin realizing strong results soon.

## **Bringing our Children Home**

With the support of the Chiefs-in-Assembly, AMC is beginning to implement the recommendations identified in the *Bringing Our Children Home Report* (BOCH). As part of the implementation plan, the AMC technical staff developed an extensive proposal and action plan to submit to the Minister of Child and Family Services (CFS) provincially and Aboriginal Affairs and Northern Development Canada (AANDC). This year, AANDC has taken a new approach to funding Children's Services, attempting to complete devolution by distancing itself from working with indigenous peoples on planning and delivering services and programs. AANDC declined funding the proposal and iterated that the jurisdiction of Child and Family Services for Aboriginal children on and off reserve rests with the provincial government. Concurrently and with a plan to implement certain provisions of the Hughes Inquiry, the Manitoba Minister of CFS has not provided a definitive answer of support to the proposal. The Minister did however state that the priorities in the BOCH proposal will be given consideration as part of the

ongoing review of the ways to enhance the Child Welfare system and of the final review of the implementation team report in January 2015. To date we have not received any indication that the Manitoba government will incorporate the recommendations outlined in the BOCH report.

Considering the urgency of the rate of apprehensions and the great difficulties that families identified accessing supports and services to reunite families, there is no time to wait for governments to decide if they are going to empower First Nations families through the existing CFS system. In fact, it is apparent from the years that I have personally been involved in challenging the system to reunite families and incorporate culturally sensitive and relevant programming for children, the only way to move forward constructively is to begin implementing our own solutions without waiting for provincial governments.

As a result, the Grand Chief's Office (GCO), is now implementing one of the key recommendations outlined in the BOCH report; the establishment of a Manitoba First Nations Family Advocate office. As of June 2015, the AMC has brought in a Senior family advocate and a junior family advocate to begin providing advocacy, public & rights based education, and support to navigate services for children and families in the Manitoba Child & Family Services system.

The results of the initial roll-out of the new office have been extremely successful, demonstrating a long overdue effort to begin transforming the system into positive outcomes such as reducing the number of indigenous children and care and re-uniting families.

## **Treaty Rights**

The Assembly of Manitoba Chiefs has always been a strong advocate for the protection and preservation of inherent and treaty rights while respecting the independent decision making authorities of each First Nation community. With the developments of Manitoba Hydro's Bi Pole III (the biggest power utility project currently in North America), and of Enbridge Pipeline's Line 3 Replacement Project passing through the ancestral and traditional lands of Manitoba First Nations, there is a very significant onus on communities to advance collectively towards solutions that ensure the greatest measures of environmental protection and standards are assured to protect our families and our communities. The Bi-pole III project itself will cost \$4.6 billion to build and operate and marks a very significant opportunity for training and sustainable long-term careers. The Enbridge project requires a much more careful review before it receive any approval from the National Energy Board (NEB), however preliminary discussions have revealed significant problems as the Federal government attempts to off-load its consultation obligations to the NEB.

On January 27, 2015, the Grand Chief's Office visited the camp of the Sapatawayak Cree Nation in their resistance to an absence of consultation regarding Manitoba Hydro's right of way and clear cutting contracting in their ancestral lands. Sapatawayak, like many of our communities, continues to practice its hunting and trapping traditions and relies on the land and water to support their community's lifestyle. The ecosystem is an interconnected component to their every day lives that preserves and protects their traditional lifestyles and land based activities. The GCO, also, publicly supported the Opaskwayak Cree Nation (OCN) by co-hosting a Press Conference on May 7, 2015 to raise concerns about Manitoba Hydro's Bi Pole III project through their ancestral lands.

Not every First Nation community located along the bi-pole corridor or the Enbridge Pipeline Line 3 replacement project opposes these developments. While respecting the First Nation communities' decision to enter into agreements with various companies/corporations about future economic development in their ancestral lands, the

GCO has always been open to assist any community that may seek our assistance.

As of December 16, 2014, *Family Homes on Reserves and Matrimonial Interests or Rights Act*, became law and is currently being implemented on-reserve. This federal legislation creates rules on First Nation reserves for the division of property upon breakdown of a marriage or common law relationship. The provisions of the law will affect who will occupy or use the land, the occupancy will not automatically be granted to a First Nation member. The law recognizes the inherent jurisdiction First Nations have to make their own laws dealing with matrimonial real property but a time limit on developing our own Matrimonial Property laws, coupled with no financial resources to assist communities to articulate, draft and ratify local laws severely limited our communities participation in this Canadian legal process. If First Nation communities do not have their own law drafted, ratified and implemented, our communities will be forced to follow the federal statute.

The AMC and Brokenhead Ojibway Nation co-hosted an open forum on September 30, 2014 to discuss options, hear from technicians and lawyers on the subject and to help coordinate discussions towards developing community based matrimonial property law development. The implementation of the law extends beyond the control of First Nation jurisdictions; it incorporates roles from the province, RCMP and legal system. AMC sent invitations to present at the forum to the RCMP to discuss their plan for implementation. Also, an invitation was sent to the Manitoba Attorney General, but was rejected without explanation. Following the September open forum, the AMC Executive Council of Chiefs resolved that First Nations need more time to develop their own Matrimonial Property laws; that Canada should not intrude on our inherent jurisdiction, and that each First Nation need adequate resources to engage their own community development plan to ratify their own law. Canada did not respond to this call.

## Flooding

Four years after the flood of 2011 in the Interlake of Manitoba, many our families are still displaced as a result of the slow progress of negotiations and comprehensive settlement of devastated homes and communities. The GCO has remained committed to observe firm boundaries and to not directly interfere or become substantively involved in negotiations unless otherwise asked to contribute in whatever capacity requested. Throughout the past several months, the GCO has helped coordinate meetings, develop flood mitigation strategies and advocate alongside our community leadership at times when dealing with both levels of government.

As part of a longer term strategy to ensure that future flood events do not cause catastrophic losses in our communities, the GCO developed the *Manitoba First Nation Flood Displacement Prevention Strategy*, to ensure that in future emergency events, we have local capacity of trained men and women to help protect family homes and community infrastructure with the latest in flood fighting technology. The overall strategy includes the establishment of 3-4 strategically located emergency command centres equipped with the latest technology for flood fighting, communications equipment and technology, evacuation coordination, and locally trained emergency responders.

Stage one of the proposed strategy involved the establishment of the first emergency command centre in the Interlake Region. Following best practices established in the Peguis emergency command centre, the initial steps taken have included the establishment of a working advisory committee, an initial partial purchase of rapid deployment flood fighting equipment with mobile command trailers, coordinated training for rapid deployment of flood fighting equipment and follow-up meetings with AANDC and the province of Manitoba. The province of Manitoba has offered of an additional purchase of up to \$5 million of flood fighting equipment and technology for

the Interlake region to help operationalize the Emergency Command centre in the Interlake. The overall strategy is now being reviewed as a proof of concept with the federal government and is the first of its kind in Canada. The efforts to create our own emergency command centres and our own capacity to help preserve families, homes and our communities is a major step towards self-government in emergency management services by our people, for our people.

## Protecting Indigenous Women – The “Families First” Initiative

AMC has continued to play a central regional and national advocacy role and has called on the federal government for a Public Inquiry into the staggering number of Missing and Murdered Indigenous Women and Girls MMIWG. In the RCMP report on MMIWG released in May 2014, it was determined 1,181 Aboriginal females were either missing or murdered. The high number of MMIWG, called for immediate action now to prevent the continuation of violence against Indigenous women and girls. The Prime Minister cautioned Canadians to understand MMIWG was not a ‘social phenomena’ but rather isolated criminal acts. Without understanding the underlying causes of the victimization of indigenous women and girls, the Canadian government has proven that they are not at this time committed to real change or providing real support and service to impacted individuals and families.

Part of our initial involvement has been in the form of committing to listen to families. By doing this, we have sought to ensure that the solutions brought by families directly impacted by losses and tragedy are heard first. This initiative, which has involved direct communication and involvement of impacted families has resulted in what we call “Families First”, a rolling and solutions focused process to help create awareness and actions that could help begin addressing the tragedies happening in our communities. The complete document, representing hundreds of hours of pro bono legal work, technical and professional work from AMC staff and outside professionals, was introduced to delegates at a national *Families First* forum in December 2014 and later represented the official position of the AMC advanced by the AMC Women’s Committee Chiefs who attended the National Roundtable on MMIWG. AMC provided administrative and technical assistance to our representatives at the national roundtable.

From the outset of our involvement in the efforts, including supporting the work of the AMC Women’s committee, establishing the *ad hoc* coalition of community service providers, the AMC has participated in the formalization of a network of service providers to help support families of MMIWG. One of the cornerstones of our involvement has been the creation of the *Families First Foundation*, a charitable organization. Through engagement with families of MMIWG, the *Families First Foundation* will:

- 1) Educate the public on the needs of families of MMIWG;
- 2) Provide and coordinate the delivery of:
  - a. religious, spiritual, emotional, cultural and financial support to families;
  - b. translation services, media liaison services and independent legal advice to families;
  - c. community-based mentorship and child-minding services to families;
- 3) Provide communication services for the delivery of information to families; and
- 4) Undertake activities ancillary and incidental to the abovementioned purposes.

## International Awareness

Nation to Nation treaty agreements means that we will participate in international forums when and where appropriate. Oftentimes, this means creating forums for international visitors and occasionally it means travelling internationally as invited guests to forums and important networking opportunities.

In late November to early December 2014, I was honoured to respond to an invitation to travel to Marrakech, Morocco, in Africa, to present at the 5th World Human Rights Forum. With international human rights groups and non-government organizations from around the world, the World forum allowed me to share with delegates the state of our relations with the Nation state of Canada. During the forum, I was able to sit on a panel to discuss challenges to human rights faced by indigenous peoples, and was able to speak to thousands in attendance during the final plenary session on the last day of the forum. My presentations included a presentation on the historical traumas of our residential school history; the over-representation of indigenous children in the care of state run child welfare systems; the prevalence of tragedy with thousands of missing or murdered indigenous women and girls, and other pressing matters. During my plenary presentation, I invited the United Nations special rapporteur on the right to Education to visit Canada to view the state of Canada's treatment of education for our young ones in our communities.

Additionally, the GCO was invited and travelled as a guest to Columbia for an International Indigenous Health Conference in the beginning of March 2015. While in Columbia, the GCO learned how the local indigenous people were able to administer their own health care system while incorporating their traditional medicines for physical, emotional and mental healing.

Travelling beyond the colonial boards internationally and meeting Indigenous People around the world, the GCO is able to build networks and experience different cultures and traditions to introduce to First Nations in Manitoba. International networking is invaluable to help build relationships and networks. Putting our own experiences as indigenous peoples in colonial state systems into the context of other Indigenous peoples in other parts of the world helps strengthen and preserve our understanding of Indigenous traditional practices and systems here at home.

## Making Connections

The GCO recognizes that treaties and alliances exist beyond the colonial borders that assume to define their territories and separate them as Nations. This is why GCO travelled to the ancestral lands of First Nations across Manitoba and Canada to work with, listen, learn, share and discuss treaty based initiatives and strategies that are gathering support across the country from both First Nation leadership and community members both on and off reserve.

In August 2014, I travelled to Fort Qu'Appelle to attend the annual Treaties 1-11 Gathering. Treaty communities across turtle Island gathered together to discuss a unified position of moving forward based on the numbered Treaties. The next Treaties 1-11 Gathering will be hosted by Pimicikamak in Northern Manitoba in August 2015. I look forward to continuing the discussion to advance Treaties Rights for all First Nations.

Grassroots people are beginning to take the lead to protect the environment by providing awareness at all levels. I continue to support our people through participating in walks and gatherings. I was honoured to participate in



the TarSands Healing Walk in Fort McMurray, Alberta. Each year, the TarSands Healing Walk brings together hundreds of people to walk in spiritual gathering to protect the culture, environment, and draw greater awareness to the damaging impact of carbon emissions with the further expansion of Tarsands development.

## Moving Forward

As I continue in my second term as Grand Chief for the Assembly of Manitoba Chiefs, I want to thank the Manitoba Chiefs for supporting the work of the Assembly through their direction to tackle the challenging and sometimes complicated issues that First Nations in Manitoba encounter. At the AMC, we strongly believe that decision-making rests within the community and we do our best to ensure that the Chiefs are provided with accurate and thorough information to make the best decisions possible. AMC has assisted in supporting each First Nation community collectively and at times, independently to understand and provide information about policy developments or statutes that impact our rights.

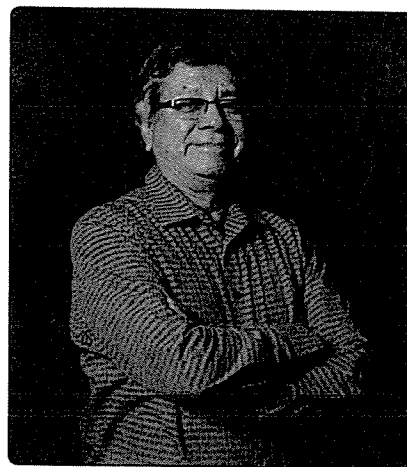
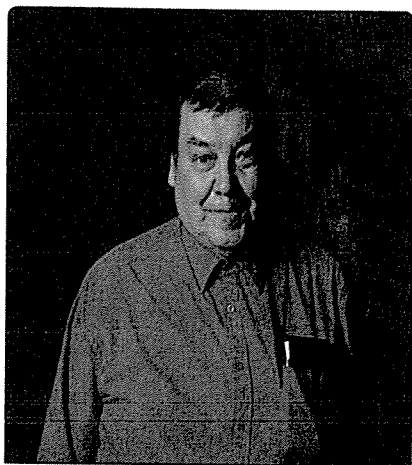
With the cuts to funding at AMC, the capacity has been restricted but it does not stop the work of advocacy to advance inherent and treaty rights for Manitoba First Nations. We will continue to pursue initiatives to help tackle issues in regards Child and Family Services, Missing and Murdered Indigenous Women, flooding, and third-party interest of economic development in First Nations ancestral lands. In the next years, we will continue to advance our rights and shift how we fund our own advocacy in the spirit of the best interest of Manitoba First Nations.

Meegwetch, Ekosani, Wopida, Mahsi Cho,

Grand Chief Derek Nepinak

Assembly of Manitoba Chiefs

## A MESSAGE FROM THE AMC COUNCIL OF ELDERS



### Greetings! Tansi!

There are many roles and functions of Elders in our relationships with the organizations we represent, the AMC, TRCM and our individual communities. Our Elders maintain that we must abide by the Great Binding Law of the Great Spirit (*Kihche'othasowewin*), have compassion for the people, be good listeners and are traditional leaders at heart.

As the Elders Council we will continue to be advocates through our public speaking engagements to bring awareness on Treaties and Inherent Rights as original peoples. We value the traditional knowledge of our ancestors and will be the protectors of indigenous knowledge, history and continue to live our Treaty. Our collective goal is to have Treaty Rights recognized, affirmed and implemented.

Despite the cutbacks and limited funding provided for Elders, we thank our staff from AMC and TRCM for ensuring our voices are heard and represented at a variety of tables either as individual Elders or as the Council. Throughout this past year we have been fortunate to have been involved at the AMC Chiefs Assemblies, Executive Meetings, AFN National Chiefs Gathering and other gatherings. We have had opportunity to provide our input and guidance to:

- AMC Approach to Bringing Our Children Home; Families First Approach to Missing & Murdered Indigenous Women & Girls; the AMC Constitution, Project on AANDC Default Prevention & Management Policy; and Indigenous Customary Law and Approach on Missing and Murdered Indigenous Women and Girls;
- First Nations Health & Social Secretariat of Manitoba (Nanaandawegimig – Healing Place) and its Community Engagement Framework;
- *Nookoomuk-Ogichitakweg (Grandmothers)* Gatherings;
- United Nations and Conflict Resolution;
- 150 Years of Confederation;

- UM-TRCM Legal Workshop: Between Keewatin and Tsilhqot'in: Reflections from the Centre of Turtle Island;
- AMC-TRCM Manitoba Treaties Oral History Project – Volumes 2 & 3; and
- TRCM Historical Atlas Project; Manitoba Museum Permanent Exhibit & Travelling Exhibit; Evaluation, Renewal, Speakers Bureau.

We acknowledge our members of the AMC Council of Elders who are not represented here: *Wayne Scott, Harry Bone, James Cote, Joe Hyslop and Doris Pratt*

In closing the Elders humbly ask the “Hereditary Leaders and Chiefs to come together, to walk with one heartbeat and one mind, for the sake of our children.”

Respectfully,

William Lathlin, D'Arcy Linklater, Elmer Courchene

Ekosi



## **A Message From First Nations Women's Committee (FNWC)**

Greetings !! Welcome Elders ,Youth, Leadership and First Nations citizens to the Assembly of Manitoba Chiefs 27<sup>th</sup> Annual General Assembly.

Thank you Chief Constant and Council for hosting the Assembly in your community. Thank you to the drum and the song, Elder for the Opening Prayer.

Since it's inception in 1995, the AMC-First Nations Women's Committee has continued to address issues that face our women, children and families. Issues such as Missing and Murdered Indigenous Women and Girls; Human Trafficking and Stop the Sexual Exploitation of children, women and girls. We want to see the end of violence against our women, children, and girls in our communities. It is up to each one of us as leaders to come together and work towards developing plans to prevent and protect our women, children, families and communities.

The work of FNWC to address these issues is carried out through emails, telephone calls as there has been no funding for the 2014-2015 fiscal year to hold in-person meetings. Through the Women, Children and Families program, our staff person at AMC keeps us up-dated and seeks our decision and support on activities.

It is vital to heed the words of our Elders to show and demonstrate the Seven Sacred Teachings of love, respect, courage, honesty, wisdom, humility and truth.

Ekosani ! Miigwech ! Ekosi ! Mahsi Cho ! Wopida !

Chief Francine Meeches, Swan Lake First Nation and Chair, AMC-First Nations Women's Committee

## Youth Message

On behalf of the Youth Advisory Committee and the Youth Secretariat, we would like to extend our appreciation and gratitude to everyone who has made this past year memorable.

Partnerships were key in making this past year a success. Thank you to the communities, the organizations, the Elders/Knowledge Keepers and resource people for your time and dedication with our events and activities.

Special thanks to the youth in your involvement and for your perspectives. Your voice is important and we are currently undergoing a change to the Youth Advisory Committee to ensure that it is carried forward in a positive and good manner.

We look forward to this upcoming year and always looking for youth to take part in to ensure that your voice is heard. If you are interested, please contact the Youth Secretariat and if you would like information on the activities done this past year, please see the Youth section of the Annual Report.

Thank you - Miigwech - Masi cho – Ekosani - Wopida/Wopila

## Executive Council of Chiefs

### Chairperson, Grand Chief Derek J. Nepinak

The Executive Council of Chiefs (ECC) receives its mandate exclusively from the AMC Constitution and Chiefs-in-Assembly resolutions and is accountable to the Chiefs-in-Assembly. The ECC have met and held meetings to provide direction on decisions made by the Chiefs-in-Assembly and to make decisions on issues that arise between Assemblies.

In accordance with the AMC Constitution, the Executive Council of Chiefs (ECC) functions as a source of authority between Assemblies and is comprised of the Grand Chief, (5) Chiefs selected by northern First Nations and (5) Chiefs selected by southern First Nations that includes independents First Nations with rotating voting privileges. Quorum for the ECC shall consist of six members.

Pursuant to the AMC Constitution – “Article 3.6 – preserve and enhance the role and equal participation of First Nation women within the political, economic and social spheres of First Nation governments and organizations”. The ECC endorsed the First Nation Women’s Committee (FNWC) request on July 2010 and appointed Chief Francine Meeches as their representative.

Standing invitation is extended to Grand Chief Harper, MKO; Grand Chief Nelson, SCO and Regional Chief Traverse, AFN.

The ECC would like to thank Elder Elmer Courchene, Sagkeeng First Nation and the AMC Elders Council for their continued guidance and support.

### Current members of the AMC Executive Council of Chiefs are:

*FIRST NATION WOMEN’S COUNCIL – Chief Francine Meeches*

#### **5 - SOUTHERN Representatives:**

*IRTC – Chief Garnet Woodhouse, Pinaymootang First Nation*

*DOTC – Chief Ken Chalmers, Birdtail Sioux First Nation*

*WRTC – Chief Nelson Houle, Ebb and Flow First Nation*

*SERDC – Chief Roland Hamilton, Bloodvein First Nation*

*INDEPENDENTS: Chief David Crate, Fisher River Cree Nation; Chief Derrick Henderson, Sagkeeng First Nation*

#### **5 - NORTHERN Representatives:**

*ILTC – Chief Arnold Flett, Garden Hill First Nation*

*KTC – Chief Michael Yellowback, Manto Sipi Cree Nation*

*SCTC – Chief Nelson Genaille, Sapotaweyak Cree Nation*

*INDEPENDENTS: Chief Marcel Moody, Nisichawayasihk Cree Nation; Chief Ron Evans, Norway House Cree Nation; Chief Chris Baker, O-Pipon-Na-Piwin Cree Nation; Chief Catherine Merrick, Pimicikamak Cree Nation*

This past year, the duly convened Executive Council Meetings deliberated and provided a record of decisions on a range of issues. The ECC have held meetings on July 10; July 28; August 20; October 1; November 12, 2014 and January 21; February 23; and May 21, 2015.

Key Issues and Challenges include the following:

- Approved all meeting dates, location and agenda for AMC Annual General Assemblies and Special Chiefs Assemblies;
- Support the Personnel and Finance Chiefs Committee; approve and endorse the Financial Statements and Management Plan; accepted the Management Action Plan.
- Support the creation of the AMC Financial Management and Executive Services. Visa Card Program was introduced.
- A new selection process has been developed for Committees and Board of Director appointments. The AMC Secretariat will issue a Call for Name for Committee and Board of Director vacancies. All candidates will be given an opportunity to address the ECC on their interest.
- The ECC nominated a candidate to the Manitoba Police Commission Board of Director.
- Discussion on Families Homes on Reserve and Matrimonial Interests or Rights Act have been held.
- Manitoba First Nation Education Resource Centre (MFNERC) provides regular updates on issues such as the School Division concept; Bill C-33 First Nations control of First Nations Education Act; AFN Chiefs Committee on Education; Wapaskwa Virtual High School; Private Home Placement.
- Discussion of MFNERC governance, management and administrative review; established a Chiefs Review Committee through a call for name process; developed terms of reference for the review.
- Regular updates from the Gaming sectors such as Sand Hills Casino; Thompson Casino; Manitoba First Nation Casino Trust of Manitoba.
- Endorse the agreement on collaborative action concerning "Bringing Our Children Home" and achieving the reunification and strengthening of First Nations Families; Support the First Nations action plan for Bringing our Children Home;
- Support the Manitoba Association of Native Fire Fighters (MANFF) mandate and ongoing efforts to work with government and assist communities with their emergency planning;
- Support Sapotaweyak Cree Nation in pursue of a court injunction against Manitoba Hydro (Bipole III) on the bases of consultation of treaty land entitlement and natural resources.
- The Chiefs-in-Assembly supported the creation of the First Nation Health and Social Secretariat of Manitoba (FNHSSM). Memorandum of Understanding and Service Purchase Agreement were developed for review and approval.

- Approved the Diabetes Integration Project (DIP) Inc. Annual Report and Financial Audited Statement; discussion were held on merging DIP and FNHSSM.
- Endorse and support the Made in Manitoba Families First approach with the goal of creating a recommended process for action in addressing missing and murdered indigenous women and girls.
- The Treaty Relation Commission of Manitoba updated on the education curriculum on treaties for all schools in Manitoba.
- The delivery of the Employment and Training Program in Manitoba were discussed.
- Proposed AMC Constitutional change were reviewed.
- Appoint Electoral Officer and Election Committee for the AMC Grand Chief and upcoming AFN Regional Chief Election.

Based on the recommendations of the Executive Council of Chiefs, the Grand Chief office provides information on plans and actions of the organization through various communications tools including press releases; conferences; Ogimakaan magazine, Facebook, Twitter and AMC website.

The Executive Council of Chiefs would like to thank the Chiefs and proxies who have contributed their time and commitment to our committee.

# MANAGEMENT/OPERATIONS REPORT

## Introduction

The Assembly of Manitoba Chiefs (AMC) Secretariat core functions are:

**Administration:** Finance, Human Resources, Information Management, Information Technology, Media Relations and Communications.

**Political Infrastructure:** Grand Chief, Executive Council of Chiefs, Personnel & Finance Chiefs Committee; Annual, Special and General Assemblies; Chiefs Committees and Council of Elders.

**Strategic Policy Coordination and Analysis:** Inter-departmental policy and coordination capacity including conducting the necessary research, community engagement in the development of AMC policy position/documentation; providing briefings to leadership; and meetings on policy engagement with federal, and where required, provincial departments. Under the direction of the Grand Chief, the AMC Senior Management Team implements decisions made by the AMC Chiefs-in-Assembly resolutions and Executive Council of Chiefs motions.

The Senior Management Team continues to meet on operational matters, along with and under the direction of the Chiefs Committee on Personnel and Finance which includes:

- Approval and implementing AMC Work Plans and Budgets
- Financial Management (in accordance with AMC policies and procedures)
- Human Resources (in accordance with AMC policies and procedures)
- Overall performance measurement and evaluation.

The work plan of the AMC Secretariat includes, but is not limited to:

- First Nations Governance
- Education & Skills Development
- Health
- Lands and TLE
- Resource Benefit Sharing
- Economic Development
- Social Development
- Children, Women & Families
- Housing & Infrastructure; On/Off Reserve Housing
- Research Partnerships



- Legislative and Policy Reviews and Development
- Intergovernmental Relationship Building and Partnerships
- Urban First Nations Strategies.

The Senior Management Team works with Aboriginal Affairs and Northern Development Canada (AANDC), Health Canada (FNIH) Manitoba Region, and Province of Manitoba Aboriginal and Northern Affairs (ANA) to negotiate annual work plans and budgets in support of First Nations common issues regarding the areas listed above and ensuring the Secretariat is dedicated exclusively to the social, cultural, educational and economic development of First Nations people.

The organization's annual work plan activities are based on strategic planning by blending AMC's directives and AANDC's regional priorities to meet First Nations common priorities i.e.:

- Facilitate support to the First Nations inherent right to self-determination through informed participation and decision making and ratification of outcomes.
- Reflect priorities that deal with First Nation issues at community level in addressing changes to legislation, regulations, policies, procedures and improvements to programs and services.
- Promote opportunities for collaborative partnership with Canada and the Province on basic organizational capacity and support for research activities on common community initiatives and institutional development.
- Provide appropriate timeframes for achieving and measuring strategic outcomes, organizational performance, effectiveness and financial accountabilities.

## **Key Issues and Challenges**

The AMC Secretariat performs a significant advocacy function to support the directives provided through Chiefs resolutions. In 2014/2015, AMC passed 25 Resolutions addressing common issues.

These directives and activities are framed to identify key issues and formulate alternatives to influence changes to existing and proposed federal and/or provincial policies and programs. Meeting timely deadlines requires regular identification of critical and emerging issues with preparation of the relevant documentation for leadership review and decision making.

The AMC continues to work within the 85% reduction to its core funding. The impacts this reduction has resulted in a reorganization of the AMC Secretariat, this includes the removal of the role of Executive Director, replaced by the Office Administrator who will continue to work with the Senior Management Team.

The AMC Senior Management Team continues to work under the Management Action Plan (MAP) that was approved in October 2012. The MAP is a proactive step to ensure that there are sufficient financial resources to retire the deficit and meet organizational and program objectives. In January 2015, the MAP was updated and provided to AANDC as part of the quarterly monitoring meetings to inform them of our progress.

Since the last assembly, the transfer of 22 Health and Social staff of the AMC to the First Nations Health and Social

Secretariat of Manitoba Inc. ("FNHSSM") was completed.

## Linkages to First Nation Communities

The AMC Secretariat provides relevant, ongoing and consistent updates on the activities of the organization through the website, Twitter, Facebook and the Ogimaakaan magazine. The Grand Chief and Senior Management attend workshops and meetings and participate at various forums with communities, senior officials, working groups and committees to ensure information is gathered, analyzed and reported to the leadership, particularly on issues that may impact First Nations programs and services.

A central goal of the Secretariat is to support and advocate First Nation community based needs and action plans focused on strategic outcomes. Preparation of briefing materials is regularly completed on a range of issues with various strategies and reports provided to the Chiefs-in-Assembly, Executive Council, and Chief Committees.

To ensure projects and initiatives are community driven there are also technical working groups which consist of community and/or regional representatives in the areas of Education, Health, Women, Children & Families, Social Development, Housing & Infrastructure and Economic Development. Feedback and reports are developed for leadership and First Nations members.

AMC monitors regional information and coordination on national First Nation and federal government initiatives, including but not limited to the following areas: Policy and Legislation, First Nation Education, First Nations languages, Economic Development – federal government restructuring, Federal Budget, and Federal Election strategy.

## Status of Activities

The Senior Management team meets regularly for overall issues management, financial monitoring and reporting as well as ongoing strategic planning in order to meet the directives of the Management Action Plan, AMC Constitution, Chiefs-in-Assembly resolutions, Executive Council motions and funding agreements.

The Senior Management Team works with the Personnel & Finance Chiefs Committee to review administrative and financial operations. The P&F Committee reports to the Executive Council of Chiefs and at the Annual General Assembly on the operations of the Secretariat, including the audited financial statements.

Meetings are held with Senior Officials from AANDC (HQ, Region), Health Canada and scheduled meetings are held with the Province on key initiatives and projects.

The Senior Management team also works closely with the Program Managers regarding regular reporting on activities, human resource issues and funding challenges.

One of AMC's core functions is to communicate with its members. The AMC provides ongoing monitoring and maintenance of AMC's existing network system. They also collaborate on projects to ensure efficiency in the website and communications to First Nations/general public. One of the key challenges for the IT Department is the continuation of updating the network infrastructure. The IT department continues to work towards upgrades, creating and revising policies and procedures related to the network infrastructure.



## Accomplishments

- Approved work plans and budgets for the 2014/2015 Fiscal Year
- 26<sup>th</sup> Annual General Assembly
- MAP Quarterly Meetings
- Blanket Dance June 20, 2015
- AMC Chiefs Assembly February 24 to 26, 2015
- AMC/WPS Co-hosted a Complimentary Pancake Breakfast December 9, 2014
- 2<sup>nd</sup> Annual A Foundation to Build on Housing Conference September 24 to 25, 2014

Further Accomplishments of the Assembly of Manitoba Chiefs are outlined within the Annual Report.

## **Gaming Development**

### **Staff**

Marcel Balfour, Director Gaming Development and Strategic Initiatives

### **Introduction**

The Department of Gaming Development continues to focus primarily on casino and other forms of gaming development. During the past discussions took place on a future casino development in southwestern Manitoba near Thompson.

Last year the AMC Chiefs in Assembly called for a Task Force to review of revenue distribution from casinos. This year saw the Chiefs agree to a finalization of the waiver issue.

The province of Manitoba has agreed to work collaborative with the AMC on a new process for any new proposed gaming developments.

### **Gaming Development**

The government of Manitoba limits who can access the casino gaming market within the province. Only the province and First Nations manage casinos in Manitoba. The province operates two large casinos in Winnipeg and one gaming centre, which also meets the provincial regulations definition of casino. First Nations receive 100% of the profits from the other three casinos: Aseneskak Casino, South Beach Casino and Sand Hills Casino.

### **Joint Steering Committee on Gaming**

In 2005 the Joint Steering Committee on Gaming was created by Memorandum of Understanding. The Committee consists of the Assembly of Manitoba Chiefs Grand Chief, the Chair and one additional representative from the AMC Chiefs Gaming Committee, the Provincial Minister Responsible for the *Gaming Control Act*, and the Minister Responsible for Aboriginal and Northern Affairs.

In February 2015, the Chiefs in Assembly passed resolution FEB-15.14 *Gaming Task Force to Resolve Gaming Distributions from the Province of Manitoba*. The purpose of this meeting was to address the issues of concerns that the Chiefs had with the province of Manitoba in the hopes of developing a collaborative partnership.

In July 2015 at the Manitoba / AMC First Nations Gaming Steering Committee, a commitment was made to move forward based on the following in order to advance First Nations gaming aspirations in Manitoba, Manitoba and the Assembly of Manitoba Chiefs, through the following principles:

- First Nations gaming development should be supported by solid market analysis and business plans;
- First Nations gaming developments should not compromise the market viability of existing gaming in Manitoba, but should consider the diversity of new and existing, untapped markets;
- First Nations gaming development should promote job development, capacity building, and broad economic benefits for all Manitoba First Nations;
- First Nations gaming developments, if not located on-reserve, must have the support of local communities and municipalities; and

- Consideration of First Nations gaming development should include new, creative and innovative models, in addition to established ones.

A Working Group was established with representation from the AMC, Manitoba, the Liquor and Gaming Authority, and the Manitoba Liquor and Lotteries Corporation.

The Working Group will prepare the following common objectives for the Manitoba/AMC First Nations Gaming Steering Committee to advance the following:

1. Develop a new First Nations gaming framework by reviewing the potential for First Nations VLTs, casinos and gaming centres within the current Manitoba market and legislative and policy framework. Manitoba and the AMC will work together on the following concurrent projects in order to develop the new framework:
  - Conduct a jurisdictional review of First Nations gaming models in Canada and possibly elsewhere, including community gaming centres
    - The Liquor and Gaming Authority will provide internal resources to help the working group complete this task.
  - Update the Manitoba market analysis
    - The working group will engage with HLT Advisory (who completed the 2007 market analysis) to update the Manitoba market data. This information will guide market potential for future development, as well as the framework to best serve the market.
  - Engage with Manitoba First Nations
    - Presentations to the MB/AMC Steering Committee and Working Group
      - There are a number of pending proposals that are seeking audience with the MB/AMC First Nations Gaming Steering Committee. These will be invited to present their concepts and projects to the Steering Committee and Working Group to lend insight into their aspiration so that they can be considered in the development of a new framework.
    - Based on the information derived from the market analysis, the working group may further conduct focused engagement sessions with communities and First Nations leadership during the development of the new framework.
2. Advance First Nations gaming management capacity building through:
  - A qualitative and quantitative analysis of First Nation employment in Manitoba casinos
    - Manitoba Liquor and Lotteries Corporation will provide internal resources to help the working group complete this task.
  - Exploring the potential for a First Nations Gaming Centre of Excellence modeled after the Canadian Gaming Centre of Excellence
    - The working group will continue to build upon the work started by the Manitoba Liquor and Lotteries Corporation no curriculum development for a First Nations Gaming Centre of Excellence.

3. Renew discussions and develop options for the establishment of a self-sustaining First Nations Gaming Corporation

- As a first step, the working group will review the draft report that was prepared in 2007 and develop a work plan how to move forward to update the information, finalize the report, and make recommendations to the Steering Committee.

### **Northern Casino**

The Chiefs in Assembly passed a resolution on March 4, 2014 the Chiefs in Assembly passed a resolution supporting a Thompson region casino development. A press release was issued announcing the support from the AMC, the Province and the City of Thompson expressed their support for the development.

No decisions have been made on a financier, developer, manager, or site First Nation site holder. The successful financier candidate will assist in the selection of a site that will maximize return on investment to the First Nation communities. As has happened in the past, we expect that any investor will conduct independent research to related to the market and potential facilities that will serve the market. Discussions with the Province and potential stakeholders are ongoing.

### **South-western Manitoba Gaming Centre**

At the February 2015 AMC Chiefs in Assembly the Chiefs resolved to support the Great Buffalo Nation, Dakota (Canupawakpa Band) and its proposed Gaming Center on its Oak Lake Reserve. The Chiefs resolved that the AMC does not oppose, and in fact supports the Canupawakpa Band's efforts to pursue economic development via a combined Gaming Center on its Oak Lake Reserve, together through the Canupawakpa, Dakota Plains, Tootin-aowaziibeng, and Gambler First Nation's negotiations directly with the Province of Manitoba's Liquor and Gaming Authority.

Accordingly, the AMC and its Executive Council of Chiefs, call upon the Government of Canada, the Province of Manitoba and its Liquor and Gaming Authority to work and or negotiate with the Canupawakpa Band for a Combined Gaming Centre license that all First Nations are entitled to or qualified for under the law to promote economic development and jobs for the Canupawakpa, Dakota Plains, Tootin-aowaziibeng, and Gambler First Nation in their pursuit of self-sufficiency.

In July 2015 at the Joint Steering Committee, representatives from the Dakota Nations presented their proposal.

### **First Peoples Economic Growth Fund**

The First Peoples Economic Growth Fund was created via the negotiations of the Joint Steering Committee on Gaming. The Committee continues to receive updates and address issues related to the fund including amending the unanimous members' agreement, reviewing and renewing board appointments, and negotiating additional contributions. The Fund has provided its own Annual Report for the Chiefs Assembly.

## Revenue Distribution/Task Force

At the February 2015 AMC Chiefs in Assembly the Chiefs passed resolution Feb-15.02 *Annual Distribution to Manitoba First Nations Casino Trust Agreement*, which resolved that:

1. The Aseneskak Casino Limited Partnership ("Aseneskak") pay on an annual basis 10% of its "Net Income" to the Manitoba First Nations Casino, 2.5% as the Responsible Gaming Portion and 7.5% as the Trust Portion, and that the Gaming Agreement be amended as necessary to make the required annual payments to the Casino Trust permanent.
2. The South Beach Casino Limited Partnership waive its rights under its Gaming Agreement to "most-favoured nations" treatment with respect to the proposed changes to the Aseneskak Gaming Agreement, and pay on an annual basis 15% of its "Net Income" to the Casino Trust comprised of 2.5% as the Responsible Gaming Portion and 12.5% as the Trust Portion, on the following schedule, and that its Gaming Agreement be amended to make the required annual Trust Payments permanent:
  - a. 12.5% of its "Net Income" annually for the years ending March 31, 2016, March 31, 2017 and March 31, 2018, comprised of 2.5% as the Responsible Gaming Portion and 10% as the Trust Portion.
  - b. 15% of its "Net Income" annually, for the years ending March 31, 2019 and thereafter, comprised of 2.5% as the Responsible Gaming Portion and 12.5% as the Trust Portion.
3. That no more waivers of Trust Payments be granted to Aseneskak or South Beach by the AMC or the Province of Manitoba.
4. That South Beach contribute \$200,000 a year to AMC Secretariat Inc., commencing with a payment of \$200,000 in AMC's fiscal year ending March 31, 2015, and continuing thereafter with equal monthly payments commencing April 1, 2015 and ending March 1, 2019. The payments are intended to assist AMC in all of its endeavours on behalf of Manitoba First Nations, including but not limited to growing the revenue base for all Manitoba First Nations.
5. That South Beach contribute \$100,000 annually to AMC in equal monthly payments commencing April 1, 2019, for the purposes set out in paragraph 4, which contribution will be reduced by any additional gaming revenues or capital granted to Manitoba First Nations as a result of, or following the representations made to the Province of Manitoba and its agencies and authorities in accordance with paragraph 4 hereof.
6. That for a period of five fiscal years commencing in the year ending in the year ending March 31, 2015, South Beach offer to host one two-three day AMC Assembly per fiscal year at the South Beach Casino by contributing at no charge (1) all the food served at the Assembly, (2) sixty rooms at the South Beach Casino Hotel to AMC's delegates, staff and invited guests, and (3) appropriate meeting space.
7. That no change be made to the sharing of commercial video lottery terminals ("VLTs") revenues amongst Manitoba First Nations and that for greater certainty, all of the VLT revenues generated by Manitoba First Nations continue to be paid to Manitoba First Nations according to the revenue generated by VLTs deployed in their territories.
8. That AMC advise the Government of Manitoba and Manitoba Liquor & Lotteries Corporation of this resolution and work with Aseneskak, South Beach, the Government of Manitoba and Manitoba Liquor & Lotteries Corporation to put the foregoing permanent arrangements in place.

## Treaties Relations

### Introduction

The Assembly of Manitoba Chiefs (AMC) Coordination, Facilitation and Communication work plan is submitted on an annual basis to Aboriginal Affairs and Northern Development Canada (AANDC) Headquarters as a Special Project. The work plan activities are directly linked to the Treaty Relations Commission of Manitoba (TRCM) activities intended to support their mandate to “strengthen, rebuild and enhance the Treaty relationship and have mutual respect as envisaged by the Treaty parties in carrying out its objectives. The funding was drastically reduced in 2014-15 which resulted in several challenges to ensure AMC is a partner as identified with the MOA and fulfills key goals and objectives to support the TRCM, ensure involvement of the Council of Elders, participation of the Chiefs Task Force on TRCM and communication and decision-making from the leadership and as agreed, participation in facilitated discussions on Treaty matters.

AMC has retained Gail Flett as the Treaty Relations with supervisory support from Marcel Balfour, (then) A/Executive Director.

AMC's role in the TRCM is to provide political, technical and advisory supports to the Grand Chief, GCO and Chiefs' Task Force; representatives who participate include: Political: Grand Chief or designate from Grand Chiefs Office (GCO) with Dennis White Bird assigned; AMC Chiefs Task Force on TRCM: Chief Morris Swan Shannacappo and Chief Arlen Dumas;

The AMC representatives to the TRCM Committees - Joint Senior Officials Committee includes 1 Chiefs Task Force; A/Executive Director; and 1 Elder, TR Coordinator; Operational Management Committee: A/Executive Director and TR Coordinator, and Technical Working Group: TR Coordinator

### Key Issues and Challenges

Treaty interpretation and implementation will continue to be a primary issue for the Manitoba Leadership and Canada.

- The Federal Department of AANDC does not have a government-wide policy or mechanism to deal with Treaty Implementation.

Other key issues and challenges specific to the TRCM include:

- The partnership and relationship between the Parties (AMC-AANDC HQ) needs to be more clearly formalized;
- Identify long term plans for Treaty Commissions and how they will evolve beyond April 1, 2016;
- Whether a Treaty Table should be established between the Parties;
- Role of the Province of Manitoba;
- Delay in identifying a joint process to review the existing MOA, mandate governing the TRCM, funding, Accountability Framework for the Treaty Commissioner and the GOC PCO appointment process;
- Delay of the second Evaluation;



- Neutrality – how to achieve an unbiased approach and honor the independence for both Parties and develop a meaningful process;
- Adequate financial resources to fully engage AMC leadership, Elders to discuss the future direction of Treaty Commissions and AMC's Treaty Strategy.
- Treaty Commission Renewal Process that is favorable to the Treaty Partners;
- Treaty Partners to elevate discussions on Treaties with Treaty Holders (the Chiefs) to strengthen the Treaty Relationship between the GOC and Chiefs; and
- Federal Election and impacts to Treaty Commissions is yet to be determined;

## **Linkages to First Nation Communities**

A key responsibility associated with AMC's coordination, facilitation and communication includes working with the Council of Elders and participation at key Treaty gatherings or meetings. Ensuring the Chiefs Task Force is informed of TRCM activities. Updates and reports continue to be conveyed through AMC two annual publications, Ogimaakaan and the Annual Report. In addition, the Treaty Commissioner provides updates to the AMC Executive on a biannual basis and annually to the Chiefs-in-Assembly with the tabling of the TRCM Annual Report.

## **Status of Activities**

### **AMC Council of Elders**

The AMC Council of Elders meets on a quarterly basis to provide guidance and assistance to the AMC Leadership, staff and the TRCM. Meetings are coordinated by the AMC Treaties Relations Coordinator in synergy with senior staff of TRCM and AMC Departments.

The Elders Council consists of a nine member Council. The main purpose of the Council of Elders is to provide advice and guidance to the AMC Leadership and Treaty Commissioner. Throughout the year, the Council of Elders participated in meetings to assist the Leadership, Treaty Commissioner and staff of AMC and TRCM.

With limited funding available but yet recognizing the need to involve Elders, a portfolio approach was utilized to ensure individual members of the AMC Elders Council were still invited to participate at key meetings. These meetings include:

- AMC 26<sup>th</sup> Annual General Assembly – July 2014 with a key role of Elders in traditional protocols, keepers of the Sacred Fire, Pipe Ceremonies, Morning Prayers, Blessing of the Food, Rising Up Ceremony for Grand Chief elect and closing ceremonies. The Elders were also available through the four days to provide advice to Chiefs, staff and other First Nation citizens. The Elders included Harry Bone, James Cote, Elmer Courchene and Wally Swain.
- AMC Executive Council of Chiefs Meetings – October, November 2014 and January, February 25. The lead Elder is Elmer Courchene; James Cote is the Alternate. Elder Harry Bone attended the February 2015 meeting along with Treaty Commissioner James Wilson and Treaties Portfolio Chief Morris Swan Shannacappo to address the Treaty Education Initiative issues.
- AMC General Assembly – February 2015 with Elder Courchene as the Lead Elder.

- AFN Special Chiefs Assemblies and Executive Meetings with Elder Courchene attending as the Lead Elder.

The Elders views to the Creator, land, people, languages, customs, history and inherent rights are universal and are their foundational principles in discussing Treaty rights and Treaty issues.

Through the work at AMC and TRCM, the Elders were tasked with a broad range of issues which can be classified within 5.3 of the MOA of oral history and traditional knowledge and they include:

- AMC Approach to Bringing Our Children Home;
- *Nookoomuk-Ogichitakweg (Grandmothers)* Gatherings;
- AMC Families First Approach to Missing & Murdered Indigenous Women & Girls and Indigenous Customary Law and Approach on Missing and Murdered Indigenous Women and Girls;
- First Nations Health & Social Secretariat of Manitoba (Nanaandawegimig – Healing Place) and it's Community Engagement Framework;
- AMC Constitution Articles on AFN Regional Chief and Ownership, Copyright, Access & Possession (OCAP) Principles;
- United Nations and Conflict Resolution;
- 150 Years of Confederation;
- UM-TRCM Legal Workshop: Between Keewatin and Tsilhqot'in: Reflections from the Centre of Turtle Island;
- AMC-TRCM Manitoba Treaties Oral History Project – Volumes 2 & 3 and Historical Atlas Project;
- AMC Project on AANDC Default Prevention & Management Policy;
- TRCM-Manitoba Museum Permanent Exhibit & Travelling Exhibit;
- Treaty Relations Commission – Evaluation, Renewal, Speakers Bureau.

The Elders maintain that they will guide the work of AMC and TRCM and advocate to:

- maintain the oral traditions;
- be the traditional knowledge keepers;
- provide testimony as Elders;
- have Treaty rights recognized and affirmed;
- conduct public awareness of Treaties and Inherent Rights as original peoples;
- continue to live our Treaty;
- be protectors of knowledge and history;



- be protectors of culture, spirituality, languages and songs;
- (be the) traditional leaders at heart;
- abide by the great binding law of the great spirit;
- know the traditional values of our ancestors;
- they represent the living wisdom of the ages;
- have compassion for the people;
- patient teachers and practice lifelong learning;
- motivate people(s) and light the fires in their hearts; and
- be (good) listeners.

In moving forward for the coming year, the Elders continue to be committed and strongly support AMC and TRCM in 2015-16.

#### **TRCM Governance - Committees**

In accordance with the MOA, AMC participated in the following meetings:

- Technical Working Group: conference calls on August 6, 2014 and January 21, 2015;
- Operational Management Committee: September 16, 2014 and conference call on March 25, 2015;
- Joint Senior Officials: September 16, 2014 and January 28, 2015.
- Other sub-committees include Treaty Education Initiative, Oral History Project; and Atlas Project.

#### **AMC Communication with AANDC**

The AANDC HQ officials assigned to work with AMC and TRCM includes Nicole Kennedy (left December 2014), Debra Alivisatos, Suzanne Dorma and Penelope Epp, Manitoba Region. AMC-AANDC senior officials held one conference on October 21, 2014 and one meeting on January 27, 2015. Other communication and dialogue with AANDC occurs by email and telephone.

#### **Communication and Reporting to Manitoba Leadership**

Immediate issues and direction can be filtered through the Grand Chiefs' Office and AMC Executive Council of Chiefs. Annual Reporting is conveyed at the Annual General Assembly. Briefing meetings occur in-person, telephone and by email with Chief Swan Shannacappo.

#### **Renewal Process of the Treaty Commission (TRCM)**

In July 2013 the Chiefs approved the two-year extension of the Treaty Commissions and by resolution (July13.02) mandated the appointment of a Treaty Commissioner to March 31, 2015. The Treaty Commission Office and term of Treaty Commissioner expires March 31, 2016.

As part of the Treaty Strategy, AMC continues to abide by the MOA Principle 2.1 [the parties agree to strengthen, rebuild and enhance the treaty relationship and mutual respect as envisaged by the treaty partners] outlined in the Memorandum of Agreement (MOA) signed between AMC and INAC on November 19, 2003.

The 2015 Evaluation of Treaty Commissions was taken off the table in December 2014 and conveyed in an email to AMC by then AANDC HQ Regional Director (Nicole Kennedy) citing the 2015 evaluation of the Treaty Commissions will be deferred while the Treaty Commissions renewal process is underway to avoid any confusion. AMC express their disappointment as there were no formal discussions and such decisions can cause challenges to the Treaty relationship in moving forward on the Treaty Commission Renewal.

At the joint AMC-AANDC meeting held January 27, 2015, there was commitment to meet with AMC and have focused discussions on how the parties would move forward on Treaty Commission Renewal specific to the MOA and appointment of a Treaty Commissioner.

However, to date, AANDC HQ could not clarify what the 'treaty position' is of the federal government and the impact to Treaty Commission Renewal is unknown. With the federal election called for October 18, 2015, the critical time line will more than likely be January 2016. This leaves a very short timeframe for discussions with AMC.

### **AFN Treaty Implementation Process**

The Assembly of First Nations (AFN) are mandated by resolution (07.2014) to develop and implement an advocacy strategy which includes a political plan, a communications plan and a legal plan to achieve direct discussions between the Crown-Treaty Nations on Treaty implementation strategies. Including, working with the Crown to engage in Treaty-by-Treaty implementation with groups that provide their free prior and informed consent.

With the election of a new AFN National Chief in December 2014, it is unclear how the mandate on Treaties will evolve.

The position of AMC continues to remain that AFN does not have the authority to discuss the implementation of Treaties as this is a right that rests exclusively with the Treaty signatories.

The Political will by the Prime Minister's Office elect, newly appointed Minister of AANDC and Manitoba (and National) Leadership will need to reset the treaty relationship based on nationhood and no longer be left to one of the parties to make all decisions.

### **National Treaties 1-11 Gathering / National Treaty Alliance**

Pimicikamak Okimawin, Cross Lake First Nation, Treaty No. 5 Territory will host the National Treaty Gathering on August 17-21, 2015; the theme is the "Spirit of our Elders". For more information: [www.pimicikamak.ca](http://www.pimicikamak.ca)

### **TRCM-AMC Research Projects**

Treaty Education Initiative (TEI) The goal is to increase the knowledge and understanding of Treaties and the Treaty Relationship for all students in Manitoba. Since 2009 the TEI developed, piloted and implemented Treaty education teacher resource materials at K-12 levels in Manitoba schools. The TEI provided training to 1,000+educators; and distributed 500+ Treaty Education Kits to schools and educators, pilot projects in various jurisdictions across Manitoba. The TRCM and its partners longer term goal is to secure a province-wide policy on comprehensive integrated Treaty education for K-12 in all schools in Manitoba. As part of the long term strategy,

AMC Resolution FEB.15.10 calls for curriculum development and support for the implementation of the Treaty Education K-12 in all Manitoba Schools. As this is a collective effort, it is anticipated it will take a number of years to achieve full implementation.

Manitoba Treaties Oral History Project (OHP) Treaty Elders' Teaching Series: The Elders Council and staff of AMC, TRCM participated as the Review & Editorial Board on Volume 3 and have completed the semi-final draft of "Dtantu Balai Betl Nahidei – Our Relations to the Newcomers with publication targeted for this summer.

Atlas Project: The Elders Council continued to receive updates from TRCM staff on new plate development for the project in 2014-15 and provided input and feedback. The Editorial Board remained inactive due to limited funding for travel. Although the project is slow with its publication, it continues to be a priority between the AMC-TRCM and expect the final product by March 31, 2016.

Treaty Exhibit: The Exhibit ran from May-October 2014 at the Manitoba Museum. The Exhibit explores the history of the Treaties with Manitoba First Nations peoples including the Selkirk Treaty and Treaties No.1-5 entered into with the Anishinaabeg, Anishininiwak, Ininiwak, and Denesuline. The Exhibit includes authentic Treaty medals, Chief's coats, headdresses, and family collections to bring forward the history of the Chiefs who entered into Treaties with the Crown. A permanent exhibit will now remain at the Manitoba Museum. To ensure traditional protocols are followed, the TRCM and Museum sought out the advice of traditional protocol keeper, Elder Charlie Nelson, Roseau River Anishinaabe First Nation. The Manitoba Museum Treaty Exhibit will be showcased at the Opening Ceremonies of the June 2015 Urban Payments located at the Forks.

### **Accomplishments**

- Elder and staff participation in First Nation Protocols to honor the Treaties and Treaty Relationship and First Nations History;
- Elder commitment and support to continue to work on the Manitoba Treaties Oral History Project (OHP) Treaty Elders' Teaching Series and complete Volume 3 Semi-Final draft of "Dtantu Balai Betl Nahidei – Our Relations to the Newcomers;
- Initial discussions on Indigenous Customary Law and Approach on Missing and Murdered Indigenous Women and Girls;
- Treaty Education Initiative completion of K-12 series and training of 1000+ teachers;
- AMC Resolution FEB-15.10 Support for the Implementation of the Treaty Education K-12 in all Manitoba Schools;
- Permanent Treaty Exhibit at the Manitoba Museum;
- 10<sup>th</sup> Year Anniversary of the "Treaty Relations Commission of Manitoba " Office (2005-2015) Celebration;

### **Moving Forward**

Treaty Commission Renewal discussions will be the priority issue between the Parties. With limited budgets in this fiscal year, AMC's facilitation role to prepare fully on all renewal discussions with Elders and leadership will be impacted.

## WOMEN, CHILDREN, AND FAMILIES

**Staff:** Karen Harper, Community Liaison/Researcher

### Introductions

From August 26-28, 1994 a First Nations Women's Gathering was held in Opaskwayak Cree Nation. The women in attendance shared the following: *"Healing must take place in First Nations communities to ensure that all First Nations men, women, youth and children are healthy not just physically, but also emotionally, mentally and spiritually."*

The Assembly of Manitoba Chiefs, First Nations Women's Committee (FNWC) understands the importance of healing individually and as a community. This is the passion the members of FNWC take, to continue the work on addressing issues that affect our women, children and families. Issues of Missing and Murdered Indigenous Women and Girls; Human Trafficking/Stop the Sexual Exploitation of Women and Girls; and Violence against women and girls and the harm caused in families and communities.

The issues are daunting, but the FNWC moves forward by focusing on prevention and holistic approaches to women, children and families to reach the ultimate goal of eradicating the violence. Our Elders remind us we need to go back to back to who we are as First Nations people through our traditions, culture, language and honoring the Seven Sacred Teachings-Love; Respect; Courage; Honesty; Wisdom; Humility; and Truth.

The biggest challenge FNWC faces continues to be the lack of or no resources to hold in-person quarterly meetings. AMC Women, Children and Families staff person via emails or faxes keeps FNWC up to date on any and all issues that require decisions. Seeking solutions on these issues cannot stop; the healing journey for our women, children and families in building stronger and vibrant communities is vital to ensure a brighter future for our generations yet to come.

### Key Issues and Challenges

#### *Missing and Murdered Indigenous Women and Girls*

##### *Families First*

On November 12, 2014 the AMC endorsed *Families First* – a made in Manitoba approach to Missing and Murdered Indigenous Women and Girls (MMIWG) to create a recommended process for action. This was in response to the various activities AMC has been involved in, and partially in response to the renewed calls for a national inquiry into MMIWG. Instead of debating the merits of a national inquiry with the Federal Government and others, AMC listened to what the families of MMIWG were saying: that they were not being heard. AMC decided that any approach to a proposed inquiry or process for action required engaging with and listening to MMIWG *"Families First"*.

The AMC initiated this approach by working together with the Southern Chiefs' Organization (SCO) and the Manitoba Keewatinowik Okimakanak (MKO). As well, AMC is working with the Public Interest Law Centre (PILC) and a *pro bono* legal team, research included reviewing background materials on inquiries, commissions, roundtables, advisory panels, and case studies; compiling the various recommendations relating to MMIWG from 43 past processes; and finding what recommendations have been implemented or not.

The *Families First* initiative has three Phases:

## **Phase I: Develop *Families First* (September to December 2014)**

*Families First* informs us all that any process must ensure the voices of the families are listened to, heard and understood: families are supported and their loved ones honoured; immediate actions are identified with responsibility and timelines assigned for accountability; and to examine the systemic realities of poverty, ongoing colonization, exclusion and racism and ensure they are addressed through a comprehensive process.

On December 8, 2014, AMC, MKO and SCO co-hosted a *Families First* Forum. Chief Cathy Merrick, AMC-First Nations Women's Committee member, presented the interim draft *Families First* Report. Over 150 participants attended. Subsequently, Chief Cathy Merrick, AMC-First Nations Women's Committee member, presented the interim draft *Families First* Report at the December 2014 Assembly of First Nations Annual General Assembly *Families First* in Winnipeg. The AFN Chiefs endorsed resolution no. 37/2014 Support for Families First recognizing the *Families First* approach in Manitoba – and that any process for Manitoba MMIWG, including a National Roundtable or Inquiry – must follow the *Families First* approach.

## **Phase II: Define *Families First* (January to July 2015)**

The development of Phase II began in January 2015. Phase II is meant to define the *Families First* process, it involves broader-based community engagement in Manitoba with Families, Elders, Youth, Grandmothers and coordinate supports and resources for them, as well as continuing:

- To listen and understand families of MMIWG as well as Elders, Youth, MMIWG Coalition;
- Ongoing research, including "The Cost of Doing Nothing" that would examine the costs to families and society of losing so many young women and girls;
- Development of an Indigenous process based in Indigenous legal traditions; and
- Finalize a proposed terms of reference for any inquiry, roundtable or process.

We have met with 18 families both from north and south, 9 Elders, 13 youth, and 18 community members, representing all four directions. We have also met with the MMIWG Coalition of more than 36 representatives of inner city services. From these engagement sessions, it was evident that what is important is supports: police accountability; public education and awareness; protection of and support for youth; and Indigenous ways. These should be reflected in both process and actions on this issue, and be supported by a foundation that can raise fund to do the work.

Four themes came forward on what the process should focus on:

- Tangible actions, including the identification of recommendations and plan for implementation;
- Education and increased awareness on multiple levels, including the general public and media;
- Address the concerns of the families with lack of accountability and negligence on part of policing agencies with particular focus on the investigation; and
- Achieving coordination, collaboration, comprehensive and centralized services for families to respond to the trauma and shock experienced in these situations.

A final draft report will be presented at the July 21-23, 2015 AMC Chief Assembly at Opaskwayak Cree Nation

for the Chiefs to review, consider, accept and endorse.

### **Phase III: Implement *Families First* (August 2015 Onward)**

Implementation of Phase III will focus on immediate actions and to address systemic change, while ensuring families are listened to and understood. The Families First Foundation will play a key role in going forward.

#### ***Families First Foundation Incorporated***

On May 13, 2015, the Families First Foundation was incorporated. The Families First Foundation was one of the immediate actions identified by families of Missing and Murdered Indigenous Women and Girls (MMIWG) to:

- Educate the public on the needs of families of MMIWG;
- Provide and coordinate delivery of:
  - Religious, spiritual, emotional, cultural and financial support to families;
  - Translation services, media liaison services and independent legal advice to families;
  - Community-based mentorship and child-minding services to families.
- Provide communication services for the delivery of information to families; and
- Undertake activities ancillary and incidental to the abovementioned purposes.

The Board of Directors is currently in the process of developing policies and procedures to govern the Families First Foundation, as well as organizing fundraising activities. The Board of Directors consists of Family Members, MMIWG (representing north and south), AMC-First Nations Women's Committee (representing north and south), Elders and members from the MMIWG Coalition.

On June 20, 2015 the Families First Foundation Inc held its first fundraising campaign, Blanket Dance to financially help support families of MMIWG. A total of 14 star blankets were donated by community grassroots individuals and organizations and sewn together. Grand Chief Derek Nepinak hosted a pipe ceremony at 11:00 am at the University of Winnipeg (U of W) front lawn followed by a walk to the Oodena Circle at The Forks. The blanket was carried with honour, respect and pride by youth. Upon arrival at the Oodena Circle, a short program was held followed by a feast. The Blanket Dance raised over \$5,000.00. Donations continue to be received and the Board will consider a proposed corporate response to the Blanket Dance fundraising campaign. Donations can be accepted online at: @ <http://www.familiesfirstfoundation.ca>

#### ***Human Trafficking***

In March, 2014 with support from the AMC-First Nations Women's Committee, AMC received funding to begin Phase I of the project: *Our Circle to Protect Sacred Lives: Manitoba First Nations Responding to Human Trafficking of Women and Girls*. Our Circle to Protect Sacred Lives project demonstrated the importance of engagement of Manitoba First Nations communities to address the issue of human trafficking. AMC staff in partnership with the Province of Manitoba, Family Services, Sexual Exploitation Unit, Child Protection Branch and other key partners



were able to raise understanding and awareness of this issue, given greater context to what this issue looks like in First Nations communities, and to begin the process of developing Community Protection Plans based on that context, including responding to community needs and building upon cultural and community strengths.

Life stories and relationships are central to many aspects of Indigenous cultures, and were utilized in this project to share knowledge and create a connection between the participants and the issue. One of the key messages provided by the survivor who shared her personal story throughout the project was: "it's not the programs that change people, it's the relationships".

AMC built upon existing partnerships with Tribal Council area Health Directors, Executive Directors, First Nations Women's Shelters, Building Healthy Communities/Brighter Futures worker, Child and Family Services worker, Community Justice worker, Manitoba First Nations Family Violence Regional Coordinator to carry out project workshops.

During the course of Phase I of the project, a total of five 2-day awareness and community planning workshops were held:

- Keewatin Tribal Council, March 18-19, 2014, Thompson, MB
- Island Lake Tribal Council
  - St. Theresa Point First Nation, May 28-29, 2014
  - Red Sucker Lake First Nation, September 24-25, 2014
  - West Region Tribal Council, October 1-2, 2014, Dauphin, MB
  - Dakota Ojibway Tribal Council, October 15-16, 2014, Brandon, MB

123 First Nations community front-line support workers from 32 First Nations communities and 41 service provider representatives from 24 different agencies and organizations attended the workshops.

Based on project participants' recommendations, evaluation findings and project learning, it is recommended that AMC seek funding for a Phase II of this project. AMC has submitted proposals seeking funds to continue the project in Phase II. AMC looks forward to delivering workshops in the Tribal Council territories of:

- a) Swampy Cree (SCTC)
- b) Interlake Reserves (IRTC)
- c) Southeast Resource Development (SERDC)
- d) Island Lake (ILTC)
  - Garden Hill First Nation
  - Wasagamack First Nation

It is anticipated Phase II will begin in the fall of 2015.

## ***Family Violence***

AMC and FNWC continue to work in partnership with the Manitoba First Nations Family Violence Prevention Circling Buffalo ([www.circlingbuffalo.ca](http://www.circlingbuffalo.ca)) and Swampy Cree Tribal Council to provide information, tools, and networking to carry on the efforts of raising awareness and education on this issue and to strive towards healing of families, individuals and communities to become strong vibrant healthy citizens.

## ***Child Welfare - Child and Family Services***

AMC through the “Bringing Our Children Home” initiative continues to work towards ending the “apprehension first” approach; and to rebuild and strengthen our families. One of the recommendations from Bringing Our Children Home report was the creation of the Manitoba First Nations Child and Family Advocate office. As a result, while the AMC Women, Children and Families staff person receives calls from families seeking assistance regarding challenges they face in the CFS system, they are now referred to the Office of the First Nations Advocate.

## ***Status of Activities***

On March 27, 2015 Karen Harper attended and presented at a meeting of the Provincial Task Force for Tracia’s Trust. In attendance were various provincial department representatives and other stakeholders. Presented to those in attendance was AMC’s project: *Our Circle to Protect Sacred Lives: Manitoba First Nations Respond to Human Trafficking of Women and Girls*.

In March 2015 Karen also attended at the Manitoba First Nations Family Violence Prevention-Circling Buffalo Inc. 4<sup>th</sup> Annual Circling Buffalo Orientation. Over 250 participants working in the area of Family Violence in First Nations communities attended. Karen presented the *Families First-MMIWG initiative*.

*Families First* and *Our Circle to Protect Sacred Lives: Manitoba First Nations Responding to Human Trafficking of Women and Girls* continue to be ongoing activities.

## ***Linkages to First Nations Communities***

The AMC First Nations Women’s Committee (FNWC), established through resolution Jun.95-07 affirmed “the need for First Nation’s women involvement in the self-government process.” 2012-2013 fiscal year members of FNWC:

- Chief Francine Meeches, Swan Lake First Nation (Chair);
- Chief Jackie Everett, Berens River First Nation;
- Chief Betsy Kennedy, War Lake First Nation;
- Chief Cathy Merrick, Pimicikamak Cree Nation;
- Councilor Rhonda Abraham, Black River First Nation



## Accomplishments

Over the past year, there are two major accomplishments:

*Families First:* Beginning in September 2014 discussions began and partnerships with Manitoba Keewatinowi Okimakanak (MKO), Southern Chiefs' Organization (SCO) and the Public Law Interest Centre (PILC) to establish the *Families First* made in Manitoba approach to Missing and Murdered Indigenous Women and Girls initiative to build a recommended process for action.

The opportunity to implement the recommendations by families of Missing and Murdered Indigenous Women and Girls for immediate action led to the creation of the Families First Foundation. The Foundation was incorporated on May 13, 2015. The Foundation will help to raise funds for families of MMIWG by providing and coordinating supports.

*Our Circle to Protect Sacred Lives: Manitoba First Nations Responding to Human Trafficking of Women and Girls.* AMC in partnership with the Province of Manitoba, Family Services facilitated a 2-day workshop to 123 First Nations community front-line workers to develop and implement Community Protection Plan to protect women and girls.

## *Bringing Our Children Home*

### **First Nations Family Advocate Office**

The Bringing Our Children Home action plan was approved by the Executive Chiefs in Council in November 2014. The Bringing Our Children Home proposal was submitted to both the Government of Canada and the Province of Manitoba in December 2014. To date there has not been any commitment to support or fund the proposal. There was letter from Minister Kerri Irvin-Ross offered merely acknowledging receipt of the proposal and to date, no consideration for funding or tangible support has been offered.

The AMC proceeded with the implementation of the Bringing Our Children Home action plan through the recruitment of a Manitoba First Nations Family Advocate. An extensive hiring process was executed and two individuals were hired. Cora Morgan was hired as the First Nations Family Advocate and Kyra Wilson was hired as the Assistant First Nations Family Advocate. Both women are First Nations and come with valuable experience and qualifications.

On May 28<sup>th</sup>, the two advocates and AMC Health staff attended a Grandmothers Gathering at the Turtle Lodge in Sagkeeng. The gathering was initiated by the Minister of Family Services Kerri Irvin-Ross through Elder Dave Courchene Jr. A group of Grandmothers were in attendance as well as the Deputy Minister Joy Cramer and Assistant Deputy Minister Diane Kelly. During this ceremony, Grandmothers shared their concerns with Child and Family Services and spoke of traditional ways of parenting and challenges that are seen within First Nations communities and urban centres. The Bringing Our Children Home document was acknowledged at the gathering.

The First Nations Family Advocate Office officially opened June 1<sup>st</sup>, 2015. On June 1<sup>st</sup>, a ceremony was held to ask for guidance, direction and a spirit name for the movement. During ceremony the name "Abinoojiyak Bigiiwewag" was offered in Anishinaabemowin. The name translated in English means, *Our Children Are Coming Home*. Further interpreted it means that we are all children, that by learning our traditional ways of being, our healing will begin. This will result in the restoration of our identity and reclamation of culture. It was identified that this is the clear path to inspiring First Nations family health and happiness.

A Pipe Ceremony, Community Feast and Press Conference was held to commemorate the opening of the First Nations Family Office and introduce the new Family Advocates on June 5<sup>th</sup>. There was approximately 150 individuals in attendance of the event held at the Circle of Life Thunderbird House in Winnipeg.

On June 8<sup>th</sup>, the Advocate Office took its first official file. The file was on behalf of a Grandmother fighting to have her Granddaughter returned home. This was a significant file to the Family Advocate Office as it prompted media attention, and an open letter sent from the AMC Grand Chief to Premier Selinger and Minister Irvin-Ross. The letter indicated an abuse of power and the use of *Institutional Violence* against our families by the Province of Manitoba. The letter motivated a meeting with the Premier of Manitoba and Minister Irvin-Ross. On June 13<sup>th</sup> 2015, the AMC Grand Chief, AMC Political Advisor and two Family Advocates met with the Premier, Minister of Family Services, Deputy Minister of Family Services and Assistant Deputy Minister. During this meeting the Premier extended to the First Nations Family Advocates the ability to investigate matters at the agency level, authority level, and then Minister of Family Services office and failing that, the Manitoba Ombudsman's Office. The Grand Chief again presented the "Bringing Our Children Home" proposal and copies were provided to all in attendance.

One week after the Advocates worked with the first family file, there was a commitment by the agency to return the eleven year old girl to her family on June 26<sup>th</sup>. The Advocate Office has since engaged with over forty families who

have requested advocacy support. There have been over one hundred calls from families requesting support in the first month of the Advocacy Office opening. In addition, there has been an outpour of support from Aboriginal organizations, mainstream Canadians from across the country and several community service providers offering in-kind resources to the First Nations Advocate Office.

While there is heightened demand for advocacy, the Family Advocate Office is working hard to develop processes and procedures for intake of families, marketing materials and is engaging in relationship building with agencies and authorities. To date, there has been a commitment from both the Northern Authority and Southern Authority to work in cooperation with the new First Nations Family Advocate Office. The Manitoba Office of the Children's Advocate has extended an invitation to work collaboratively with the First Nations Family Advocate Office as well.

There has been significant success in the first month of operations, but the major accomplishment is that three children in this first month have been returned home to their families.

A new website is currently being developed that will offer information on the First Nations Family Advocate Office, where Family Rights will be explained as well as the processes that CFS are supposed to follow when interacting with families. Families will be able to access the First Nations Family Advocate and Assistant Family Advocate through the website.

#### **Cora Morgan**

First Nations Family Advocate

Ph: (204)987-4130 Toll Free: 1-855-996-9989

Email: [cmorgan@manitobachiefs.com](mailto:cmorgan@manitobachiefs.com)

#### **Kyra Wilson**

Assistant First Nations Family Advocate

Ph: (204) 987-4133 Toll Free: 1-855-996-9989

Email: [kwilson@manitobachiefs.com](mailto:kwilson@manitobachiefs.com)

## **AMC Youth Secretariat**

### **Introduction**

The objective of the Youth Secretariat is to increase youth representation within AMC, provide a voice and to create positive opportunities through which youth issues may be addressed. The Youth Secretariat (AMC YS) works closely with the Manitoba First Nations Youth Council and with the youth attending the Gatherings.

### **Key Issues and Challenges:**

The main challenge this year is funding. The amount of funding that is available is limited specifically for Youth Programs unless there is a registered charity number attached.

If there is funding available, most do not allow for salary dollars and are project based.

This year the major funding that was received, the National Aboriginal Youth Suicide Prevention Strategy (NAY-SPS) came to a sunset. This would have impacted twenty programs within the region if the funds did not continue. However, with the Treasury Board renewal the upstream investments have been carried on.

### **Linkage to First Nation Communities:**

The main way the Youth Secretariat maintains communication with First Nations youth and communities is through:

Social Media- the Youth Secretariat has a Facebook group called, "AMC Youth Secretariat" where information and opportunities are posted for youth and other individuals.

### **Other ways of communication include:**

Youth Advisory Committee (YAC, formerly known as the Manitoba First Nations Youth Council) - The committee is comprised of youth representatives from various First Nations communities and is currently undergoing change. This committee brings forward community based issues, provides support and collectively develops strategies for action. The members promote Youth Secretariat events and activities in each of their respective home communities and with their networks.

Events- the majority of our events are hosted directly within First Nation Communities. Location of these events is determined by the YAC with consideration to funds available and accessibility can sometimes play a role. These events are free and are changed to different locations to ensure accessibility for youth.

Youth and Resource Database- the Youth Secretariat maintained a database of First Nation youth in Manitoba, organizations and resources that work with youth. Information is given via email, fax, pick up and as requested. This database is currently being updated.

Enquiries and direct contact- the Youth Secretariat provides assistance when contacted by a community or organization in regards to youth. The Youth Secretariat also connects with various individuals within the communities to carry out activities or to get communities involved within different opportunities.

## Status of Activities

Here is an update on activities done within this past year:

Youth Advisory Committee (formerly known as the Manitoba First Nations Youth Council)

The Youth Secretariat works with the YAC and provides support to this group to come together to strengthen the voice of First Nations youth in Manitoba. This is a group of youth leaders who are working towards change, empowering and inspiring other First Nations youth. The group is an advisory group to the YS and has still been going through challenges and changes. The group consists of youth representatives from across Manitoba.

## Youth Health and Wellness

The Youth Health and Wellness Strategy looks at a variety of areas which includes training for youth, frontline workers, hosting youth events, getting youth involved, providing opportunities to connect with culture and tradition amongst many other areas.

**CEPS Youth Leadership Development-** the YS offers workshops based on the CEPS (Culture, Economic, Political, and Social) Youth Leadership curriculum with various youth and organizations. Sessions were delivered as requested by organizer. Train the Trainer sessions were held to work with youth and people working with youth to deliver the curriculum. CEPS focuses on personal development, empowerment, leadership, community development and increased knowledge in culture, economics, political and social areas. The goal is increase mental health promotion and resiliency within First Nations communities.

**Applied Suicide Intervention Skills Training-** Various training sessions were held in partnership with communities and organizations to train individuals on how to intervene when someone is having thoughts of suicide. The training sessions are often done in partnership with the Royal Canadian Mounted Police (RCMP). The delivery of ASIST through the YS provides a First Nations perspective which includes history and culture. During the ASIST, seeds are planted to think about protocol, asset mapping and suicide prevention/promotion of life programs.

**Little Cub Training-** This training session has started to roll out within the region of Manitoba and a couple sessions have been held. This one day training focuses on prevention, intervention and discussion with First Nations, Inuit and Métis children 12 years and younger.

**Post Secondary Workshops-** Two different workshops have been developed and delivered within a post secondary setting which focuses on Strengthening our Peoples (Suicide Prevention) and Suicide Prevention/Promotion of Life within First Nations communities. Sessions have been delivered within certain faculties with the University of Manitoba and with the Red River College.

**Healthy Outlets-** This session focuses on empowering youth and recognizing what their strengths are. This is a positive approach to suicide prevention. Sessions have been held with various youth groups which get youth to look at some of the difficult situations that they might face and how they react. They learn positive ways to respond and identify resources they can connect with.

**Aboriginal Coaching Modules-** this course is offered through Manitoba Aboriginal Sports and Recreation Centre (MASRC) and is geared towards coaches or those who would like to coach young First Nations, Inuit and Métis youth. The goal is to integrate a holistic approach when working with youth.



### ***Committee Representation-***

Having a First Nations perspective is important in the area of Youth Health and Wellness the following are a list of involvement with various committees:

- Children's Inquest Review Committee- Office of the Chief Medical Examiner;
- Winnipeg Suicide Prevention Network;
- Mental Health and Addictions Cluster committee- First Nations Inuit Health Branch (National Aboriginal Youth Suicide Prevention Strategy representative);
- Research Review Committee- Aboriginal Youth Living with HIV: from diagnosis to learning to manage their lives;
- Partners for Engagement & Knowledge Exchange- Committee
  - o more specifically co-lead on the Suicide Prevention pillar
- Emergency Department Violence Intervention Program (EDVIP) Advisory Committee;
- Assembly of First Nations Host Committee- Youth and Elders Gathering;
- Youth Community Circle- University of Brandon;
- Next Up Youth Leadership Program Selection Committee;
- Health Information and Research and Governance Committee;
- Manitoba Evaluation Team (MET) to apply the evaluation instrument to Manitoba's Mental Health Act
- Youth Suicide Prevention Strategy Implementation Steering Committee (Province of Manitoba);
- Observer on the Applied Suicide Intervention Skills Training (ASIST) Evaluation Implementation Committee and
- Manitoba Advisory Team for HIV Community Based Research.

***Research Study- Aboriginal Youth Living with HIV: From diagnosis to managing their lives-*** Based on the direction from the youth, AMC YS continues to still be involved with the promotion Healthy Sexuality. The Youth Coordinator continued the role of the Research Coordinator on a study geared towards youth between 15 to 30 years of age to look at their journey and to gain a better understanding on how programs and services can be improved or added when working with youth who are living with HIV. Interviews were held with youth and with key informants to look at how services and programs can be changed to help First Nations, Inuit and Métis living with HIV. A report will be available upon completion of the study.

***Traditional Youth Gathering-*** This year the 12<sup>th</sup> Annual Traditional Youth Gathering was held in Dakota Tipi First Nation from August 15<sup>th</sup> to 17<sup>th</sup>. Youth attended from across Manitoba the weekend's event. This year's theme highlighted walking "Walking Two Roads" as the morning sessions were held in a classroom setting and our afternoon sessions were held on the land. The Regional Youth Gathering was combined with the TYG.

Sessions included: youth empowerment, pow wow dancing, Building Trust, Healthy Relationships and Sexuality, Goal Setting, Job Searching, beading, medicine bag making. Elders/Knowledge Keepers also shared their teachings and held sharing circles. Our evening sessions included recreational activities. This event included Regional Representative elections and the two acclaimed youth representatives were: Deanna Pashe- Dakota Tipi First Nation and John Traverse- Peguis First Nation.

***“Building Resilience” Training-*** This week long training aimed to bring in the 20 National Aboriginal Youth Suicide Prevention Strategy (NAYSPS) workers from across Manitoba. It focused on training to build skills, share knowledge and to network. Training sessions focused on: Little Cub Training, Make Sense of Trauma, NAYSPS Information Session and Learning Module, Mental Wellness Continuum Framework, Regional Health Survey, Developing a Self Care Plan, Building Resilience to Caregiver Burnout to Helping Professions and Breathing/Muscle Techniques. Two Elders/Knowledge Keepers assisted with the event.

***Knowledge/Information Sharing-*** Information was shared at the Assembly of First Nations Mental Wellness Forum in March 2015 which focused on the chapter Strengthening our Peoples. It was part of a suicide prevention presentation at this national event.

AMC contributed to a chapter focusing on Strengthening our Peoples has been released through the University of Manitoba in a book called Hope: An expose on suicide in First Nations communities. The book release was held at the AFN Mental Wellness Forum.

Information was shared at the International Network of Indigenous Health Knowledge and Development (INIHKD) 2014 in regard to Youth Suicide Prevention/Promotion of Life within Manitoba.

## **Accomplishments**

Here is a list of some of the accomplishments during the 2014/2015 year:

### **Traditional Youth Gathering**

- 85 youth attended the 3 day event in Dakota Tipi First Nation.

### **Workshops and Speaking Engagements**

- CEPS Youth Leadership Development Train the Trainer and Workshops- approximately 70 youth attended
- Healthy Outlets- approximately 40 youth
- Applied Suicide Intervention Skills Training- approximately 120 individuals trained
- Post Secondary Workshops- Approximately 60 students attended
- Little Cub Training- approximately 30 trained
- Aboriginal Coaching Modules- approximately 40 trained

### **National Youth Gathering**

- Co-facilitated with and provided mentored to a youth at this national event attended by 120 youth

## Conferences

- Session on Youth Suicide Prevention/Promotion of Life at an international event
- Two sessions on Strengthening our People at a national event which was streamed online

## Committees

- As part of the Mental Health Evaluation Team provided recommendations to the Province of Manitoba on the Manitoba Health Act
- Participated in the planning of the National Youth Gathering- "Waking Up: Youth and Elders Gathering"- attended by approximately 120 youth and 15 Elders/Knowledge Keepers in Winnipeg MB
- Participated in the planning of the Youth Voices Form- attended by approximately 50 youth from across Manitoba in Brandon, MB
- As part of the Next Up Leadership Selection Committee, choose 16 youth participants to take part in this program delivered for the first time in Manitoba

## Training

- Part of the initial group of three people trained to deliver Little Cub Training by Centre for Suicide Prevention and only person within the Manitoba region

## Other Areas

- Attended the Native American Indigenous Games along with the Manitoba delegation to Regina, Saskatchewan.
- Attended the World Indigenous Business Forum- through sponsorship and fundraising went as part of a delegation from Fisher River Cree Nation to Guatemala City, Guatemala. Participated in youth sessions.
- Attended the First Nations Storytelling through Data Workshop Series in Regina, SK.
- Assisted in facilitating a partnership with a First Nations community and group of High School students to host a youth exchange within the communityGrand ChiefGrand ChiefEUTCEUTC



## **EAGLE Urban Transition Centre Annual Report 2015**

### **Staff Listing:**

Jason Whitford, Program Manager  
Darlene Littlejohn, Administrative Support  
Carrie Anderson, Client Intake and Resource Coordinator  
Barry McPherson, Employment Transition Counselor – Supportive Housing Team  
Cheryle Dreaver, Employment Transition Counselor  
Sandra Starr, Disabilities Counselor  
Marcel Boulanger, Community Transition Counselor  
Florence Paynter, Traditional Elder  
Peter Atkinson, Traditional Elder  
Selena Kern, Adult Housing Counselor – Supportive Housing Team  
Tyrone Schroeder, Youth Housing Counselor – Supportive Housing Team  
Chris Prince, Adult Housing Counselor – Supportive Housing Team  
Kaya Wheeler, Service Coordinator – Fresh Start Housing First Team  
James Parenteau, Follow-up Support Worker – Fresh Start Housing First Team  
Christina Keeper, Follow-up Support Worker – Fresh Start Housing First Team  
Aldora Fair, Project Coordinator – Eagles Nest Project for Aboriginal Youth  
Jennifer Daniels, Project Coordinator – Eagles Nest Project for Aboriginal Youth  
Jasmine Anderson, Student – Eagles Nest Project for Aboriginal Youth

Kevin Fontaine, Program Manager – Patient Advocate Unit  
Val Olson, Patient Navigator – Patient Advocate Unit  
Rosalie Ouskan, Patient Navigator – Patient Advocate Unit  
Joni Wilson, Program Assistant – Patient Advocate Unit

Carla Cochrane, Regional Youth Coordinator – Youth Secretariat

### **Introduction**

The EAGLE Urban Transition Centre (EUTC) was established in Winnipeg in March 2005 by the Assembly of Manitoba Chiefs to provide services to urban First Nation and Aboriginal people. Its core client oriented mandate includes the provision of counselling, advocacy, education and training and employment referral services. It is a unique resource as it is the only organization with a mandate from the Chiefs of Manitoba to deliver services to urban First Nation and Aboriginal people. It also organizes timely and demand driven workshops addressing specific needs of clients who are primarily First Nations and other urban Aboriginal people in need of support and service. By providing the type of services and supports reflected in its mandate, the EUTC hopes to encourage and empower First Nations and other Aboriginal people in the effort towards improving their status in urban Manitoba, particularly Winnipeg.

Client Services - The EUTC serves as a “hub of information” for First Nation and Aboriginal people seeking transitional support while living in or relocating to the City of Winnipeg. The EUTC offers an accessible and friendly environment where community members may utilize on-site self-help resources or one to one assistance from trained counselors. The EUTC also responds to several enquiries and requests for information from rural clients, Aboriginal organizations and service providers on a regular basis.

The EUTC maintains an up to date inventory (print and electronic) of resources, programs and services available to assist First Nation (Aboriginal) clients with day to day issues including; housing, social assistance, addictions, resources for youth and services/programs in the areas of training/employment and education. On an as needed basis, the EUTC counselors provide referrals corresponding to specific clients' needs and circumstances. The EUTC also provides clients with access to on-site resources including; computer (internet access), printing, faxing, local phones calls, refreshments (coffee/water), and access to the "Healing Room". The Healing Room is used for weekly sharing circles, cleansing (smudging), individual counseling and meetings with partner organizations.

The primary goal of the EUTC is to assist Aboriginal people with their transition into an urban centre and to help them access the appropriate resources to become independent.

### **The EUTC will achieve this goal by:**

- Providing a welcoming and culturally appropriate environment for Aboriginal people;
- Operating an accessible, safe and modern resource centre;
- Offering essential supports to address the most common transitional circumstances (ID, housing, emergency shelter, counseling, job search, etc) ;
- Working cooperatively with urban Aboriginal resources to improve access to available supports;
- Initiating innovative strategies where programming gaps exist;
- Building awareness among rural Aboriginal and First Nation communities;
- Providing holistic supports which covers the four aspects of the individual; Physical, Emotional, Mental and Spiritual;
- Working as a team both internally and with the community at large, towards improved services for individuals in need;
- Providing advocacy and access to opportunities leading to economic independence; and
- Creating a supportive, welcoming and trusting environment for clients, staff and partnering organizations.

In 2012 during the Assembly of Manitoba Chiefs organization re-structuring process, the AMC Patient Advocate Unit and the AMC Youth Secretariat were re-aligned under the supervision and support of the EUTC structure and Management. This change resulted in community member focused programming and projects to be centrally located at 200 – 275 Portage Avenue and a under a single management model. Centralization of projects with common and similar objectives has been very positive in many areas; more supports available to community members and staff, greater efficiency, improved working relationships, improved access and planning. Projects now have access to a broader range of supports that they offer to community members with multiple barriers, improved efficiency of programming and greater staff inter-action of those who work in the community.

The EUTC staff and organization have provided client transitional support and services including:

- |   |  |
|---|--|
| - Intake and assessment                 | - Individual counseling                              |
| - Access to in-house resources          | - Referrals to Winnipeg-based social organizations   |
| - Advocacy (health, housing, and other) | - Access to emergency services (housing, food, etc.) |
| - Housing referrals                     | - Access to treatment supports                       |
| - Healing and spirituality              | - Short term training and employment readiness       |
| - Housing First programming             | - Access to elders, teachings and ceremonies         |
| - Youth Programming                     | - Suicide Prevention training and counseling         |
| - Identification                        |  |

## Key Issues & Challenges

Some challenges may have been present in prior years, however from the perspective of the EUTC staff current challenges remain as follows:

Organizational Instability; Lack of confirmed funding is by far the greatest operational challenge faced by the EUTC organization and staff. Funding is negatively impacting all areas of operation including; staffing instability/reductions (fear of job loss); securing a facility/office relocation (lease agreement); travel (promoting the EUTC and working in the community); and EUTC's ability to enter into agreements for services (insurance, office equipment, utilities, etc.).

To address this challenge the EUTC/AMC is consistently submitting project proposals to funding agencies, responding to "call for proposals", and is developing new and innovative projects for Aboriginal people in transition. The EUTC has also collaborated in three research projects that identify and support the need for transitional supports for Aboriginal people. The research findings have been presented to government and made public at EUTC forums. Most recently, the EUTC presented to the Phoenix Sinclair Enquiry as a community service provider and subsequently contributed to recommendation No. 52 of the Enquiry report in which Commissioner Hughes recommended that transitional supports should be an investment for Aboriginal People and their families. The EUTC is currently awaiting a response from the Province of MB as to whether this recommendation will be implemented. The EUTC has also participated in strategic planning and the development of Business Plan that identifies actions that may lead to organization stability including; incorporation, increased supports and partnerships.

Cultural Resources; It is a challenge providing cultural resources to EUTC Clients with limited resources to recruit cultural advisors, teachers and/or educators in the EUTC Office. Although the EUTC operates the "healing room", having an on-site cultural advisor at least on a periodic basis would be of great benefit. In addition, many cultural resources are only accessible in rural Manitoba (sweatlodge, medicine picking, family/staff cultural retreats, etc.). In the 2013/2014 fiscal year, the EUTC secured resources (through proposal writing) to have a part-time Elder to provide supportive counseling and traditional teachings.

Housing Resources; A collective challenge impacting EUTC Services and Clientele is the present housing situation in Winnipeg. A Data Analysis completed in 2009 indicated that 40% of clients attending the EUTC are in need of affordable and safe housing. Recent increases in Winnipeg's real estate and residential property is negatively impacting citizens surviving on low and fixed incomes, including; seniors, students, single parent families, etc. Winnipeg's residential vacancy rate is consistently below 1%. Low cost housing is presently only available in high crime areas and in properties in need of major repair, also common is waiting lists for subsidized housing. In the past 2 years, the EUTC has successfully secured project funding via the Homelessness Partnering Strategy. This project provided the EUTC with funds to employ four staff members as the EUTC "housing team", as a result, more than 200 community members have secured safe affordable housing and 80 have found employment.

## Linkage to First Nation Communities

Although the EUTC operates in the City of Winnipeg, our organization remains closely connected with Manitoba First Nations, this is done so in a variety of ways:

- The EUTC provides community member focused programming and supports that respond to the transitional needs and circumstances of urban First Nation people;
- Reporting, the EUTC provides written reports directly to the Chiefs of Manitoba in the Annual AMC Report

and the Ogimaakan;

- The EUTC attends community events and provides informative presentations upon request;
- The EUTC hosts the Annual Service Provider Forum in an effort to increase collaboration and cooperation among urban and community based service providers;
- The EUTC maintains several effective means of communication including; facebook page, web-site, iphone application and email network;
- The EUTC staff often have direct communication with technicians working at the community level in areas such as; health, income assistance, education and First Nation leadership; and
- The EUTC is currently governed by the Assembly of Manitoba Chiefs governance body which is the Executive Council of Chiefs and the elected leadership of the Manitoba First Nation communities.

### **Status of Activities for 2014-2015**

The EAGLE Urban Transition Centre (EUTC) was established in Winnipeg in March 2005 by the Assembly of Manitoba Chiefs to provide transitional supports to urban First Nation people. The EUTC has now operated for ten years and has grown substantially in the areas; resources offered, office size, staffing, successes, innovation, program awareness, cultural resources, community partnerships and people served. Throughout the 2014/2015 fiscal year, the EUTC has recorded more than 15,000 walk-in clients at our office located at 200 – 275 Portage Avenue.

The continuous increase in community members “self-referred” to the EUTC can be attributed to several factors such as; increased First Nation population and high rates of urban migration (health, education, employment, evacuation, etc.), increasing social issues impacting First Nation people, the EUTCs awareness and effectiveness as a culturally appropriate resource, more available programming (short term training, housing supports, workshops), increased staff and overall supportive environment.

Housing and Employment supports are two key areas where the EUTC has expanded efforts and is achieving tangible outcomes, in the 2014/2015, the EUTC Employment and Training Transition Counselors provided one to one support to 276 community members helping; 52 secure employment, 29 enter training and 29 return to school. In the area of housing, the 3 EUTC Housing Counselors helped 152 community members acquire safe affordable housing. Unsurprising, these two areas remain the most commonly sought after resources among community members attending the EUTC.

Programming offered by the EUTC has evolved over the years to address more specific and complex transitional issues encountered by First Nation people adapting to life in an urban setting, the following supports and resources were available during the 2014/2015 year:

- Housing Assistance; helping individuals find safe affordable housing, completing housing applications, acquiring identification, providing tenancy rights awareness, lifeskills coaching and housing advocacy;
- Housing First; helping individuals who are homeless (episodic or chronic) find a place of their own and supporting participants to address personal barriers towards housing stability;
- Health Advocacy; The AMC Patient Advocate Unit provides advocacy and support for First Nation people who have interactions with the health system;

- Supports for people with disabilities; the EUTC Disability Counselor provides one to one support to people living with disabilities to access the supports they are entitled to. This project also coordinated increased awareness throughout the province of currently available supports for people with disabilities both on/off reserve;
- Employment, Training and Education; helping individuals reach their goals of employment, training and/or education, supports include; employment network, short term training, resume writing, interview skills, lifeskills coaching, work clothing and safety boots, applications for funding, work placements and employer information sessions;
- Cultural Supports; Elder counseling is available one day per week in the EUTC office, the EUTC also coordinates monthly sweatlodge ceremonies, cultural teachings and outings for community members;
- Youth Programming; the EUTC delivers the Eagles Nest project as a resource for out of school and unemployed Aboriginal Youth, the Eagles Nest is a personal and professional development program for youth intended to help them work towards one of two paths; returning to school or finding employment;
- Social activities; the EUTC provides a welcoming, friendly and safe environment for all community members needing access to transitional supports including interactive and engaging activities such as; community luncheons, guest speakers, informative presentations and traditional crafts (beading, moccasin making, sewing); and
- Communications; the EUTC continues to actively promote urban resources and the EUTC itself to community members, First Nation communities, urban Aboriginal service providers and other interested parties. The EUTC continued to manage an up to date website, facebook page, iphone app, employment network and internal resource information. The annual service provider forum hosted March 13, 2014 by the EUTC was very successful and attended by 120 participants.

In addition to the above activities, the EUTC continues to operate the Eagle's Nest Project as a resource for Aboriginal Youth who are out-of-school and unemployed. The Eagle's Nest project activities are delivered at the St. John's Leisure Centre at 601 Aikins Avenue in Winnipeg's North End. This project offers a safe environment, Monday to Friday programming, supportive staff, daily nutrition, cultural education and an abundance of developmental opportunities. The objective of the Eagle's Nest is to assist 75 Aboriginal Youth annually toward personal and professional goals that will ultimately see them gain the confidence to return to school or obtain employment. Eagle's Nest activities include presentations, workshops and activities such as:

- |   |  |
|---|--|
| - Food handler certification level 1          | - Suicide prevention training – ASIST                  |
| - Driver's education                          | - Crisis and Trauma                                    |
| - Goal setting and PATH Workshop              | - Portfolio development                                |
| - Sports and recreation                       | - Access to computers and the internet                 |
| - Cooking classes and Nutrition               | - Healthy lifestyles and Addictions awareness          |
| - Individual counseling                       | - Resume writing, interview skills and education tours |
| - Literacy, group reading and public speaking |  |



- Cultural awareness, teachings and ceremonies; sweat lodge, sharing circles, medicine wheel, medicine gathering, wild game preparation, drumming/singing, crafts, language, etc.

The Eagles Nest Program strives to assist Aboriginal youth living in Winnipeg with personal and professional development, Aboriginal identity, self-pride, knowledge of community resources and the confidence to live a healthy balanced life and become independent. The Eagle's Nest program addresses the issue of safety for youth as the environment consists of positive peer supports, access to a multitude of resources, opportunities for skill development, and supervision from caring and dedicated Aboriginal staff.

### **Accomplishments for 2014-2015**

A tremendous strength of the EUTC activities and supports is providing a "culturally appropriate approach" to help our people with transition in their lives. To us, "culturally appropriate" is the values, experience and sensitive manner in which we provide support to our community members in need of assistance. Our environment is friendly, accepting and non-judgmental. Our staff members have life experiences and skills that contribute to their effectiveness in their respective roles

We often hear the following comments from people who find out about us;

- "I never knew this place existed, we need one in Thompson, Portage, Brandon, etc..."
- "I like being here, the staff are friendly, trusting and understand what I am going through"
- "I am back in school, have my own place and I'm caring for my family, without the help of your staff I would still be lost"

### **Stories from community members:**

A disabled Aboriginal man, who has been homeless for more than five years, is grateful to have a place that he calls home. This is a story that I'd like to share is about his trials and tribulations. Sleeping in bus shacks, back alleys with boxes, and not knowing where he will sleep is a challenge. Because shelters are always full; it can be devastating for a homeless person not knowing what lies ahead. In 1989, he achieved his Bachelor of Arts Degree from University of Winnipeg. After his graduation, he worked as a Social Worker for a number of years. He was happily married with five beautiful children and had a nice home. Tragically, a vehicle collision occurred. Thankfully, he survived. He was in the hospital for a long time. While recovering, his dear wife had died. In his recovery and as a result of his accident, he lost both legs through amputation. This was devastating. Learning for the first time to use a wheelchair was difficult. He also shared how deeply hurt he was psychologically / emotionally / physically that many times he became discouraged. He turned to narcotic substances as a way of coping, unfortunately, things got worse. He became addicted. His children are grown-ups now and living their own lives which he proudly mentioned. And despite his circumstances, he decided to make a change for himself. He heard about Eagle Urban Transition Centre from a friend. He wanted to see if the centre could help him. He found a lot of support by using the healing room, computer resource, and housing information, etc. He became comfortable meeting with the staff and he came regularly. He states, "I found hope!" With the support of the EUTC staff and supports provided, he is happy once again, has a place to call home and is trying very hard to live his life to the fullest.

This is a brief story about a young Aboriginal man who is a high school graduate and has transitioned from his community to Winnipeg. He relocated to Winnipeg to continue his education and was initially discouraged because he was unfamiliar with the Winnipeg streets or how to use the bus for transportation. He had no family

in the city, and despite the challenges and difficulties, he managed. He recalled some information he had once received about the EUTC and a presentation to his community. He sought the EUTC and found many supports, resources and friendly Aboriginal staff. He found what he needed to build confidence and get help. He was very happy and thankful he did. He is now completing his third year of attending University of Manitoba. He has a nice home and excited about his future. He is confident, determined, and eager to complete his Bachelor of Arts Degree. He visits the EUTC regularly and advises others to attend the centre. While at the EUTC, he received assistance with university/college applications, housing resources, computer/telephone usages and meeting with councillors. He worked with casual agencies part-time and volunteers at Winnipeg Harvest, Salvation Army and Union Gospel Mission. He participates with workshops such as cover letter, resume, and computers. Tom also enjoys attending to Aboriginal cultural sweats and ceremonies. Confidently, he's happy that he is almost completing his university and his parents are very proud of him. "Becoming a school teacher is worthwhile, thanks to Eagle Urban Transition Centre" he says.

This is the brief story of a young Aboriginal woman who always dreamed that one day that she will perform as an international pow-wow dancer and desires to be a nurse because she loves caring for people. She grew up in CFS as an orphan in a small community and was placed to many foster homes. Until one day, she was placed into the city. In the city, she went to school and had good grades. She was brought up in a good home. But when she turned eighteen, she was forced to move out. The foster parents became cruel and kicked her out of their home. She was devastated and unsure where or who to turn to for help. All her friends that she thought she had, turned away and made fun of her. She applied for social assistance and her worker referred her to the youth shelter. Feeling fearful, heartbroken, and rejected, she managed to stay positive. During her stay, the youths befriended and welcomed her, this greeting made her feel special. One day, there was a "Career day" event held nearby and noticed a facilitator from the EUTC was handing out information about the services such as workshops, programs, and other events. Curiously, she decided to attend the centre. She's glad she did. She learned that she can be an independent woman who can pursue positive commitments. She amazes our staff because her positive character, joyful personality and determination; ready to take on the world! She now has an apartment and is attending at the Red River College; pursuing her dream as a nurse and joining pow-wow dancing, entering contests during summer events. Occasionally, she will stop by to say hello and I remembered her saying excitedly; "Wow, I can't believe it, the first time I was here!"

Moving forward, with the support of the leadership and vision of the Assembly of Manitoba will continue to provide valued resources not offered by other organizations in the City of Winnipeg. The EUTC and the Eagle's Nest are always open to new partnerships, sharing of strategies and would welcome any interested community groups or individuals to visit our office.

## **AMC/WRHA Patient Advocate Unit**

### **STAFF**

- Kevin Fontaine, Patient Advocate Manager
- Rosalie Ouskan, Patient Navigator
- Val Olson, Patient Navigator
- Joni Wilson, Program Assistant

### **Introduction**

The AMC Patient Advocate Unit and WRHA continue to work collaboratively in providing the most efficient and patient-centered service delivery to address the diverse range of health care issues faced by First Nation patients. The communication process continues between both the Aboriginal Health Services Program and Assembly of Manitoba Chiefs, with continued support to all First Nation patients in the areas of advocacy and navigation services. This includes a continued enhancement of AMC PAU relationships with the various WRHA Departments to ensure quality service and the medical needs of First Nations are met.

The AMC PAU have continued many positive relations with various provincial and federal government agencies and departments to best address issues and policies that directly affect First Nations quality of care. The prevalent client issues include Medical Relocations, Housing Issues (on/off reserve), Non Insured Health Benefits (NIHB), Jurisdiction, Critical Incidents, Consultation (family, medical, and legal), Transportation, Medical Matters, and Access to medical records.

In this fiscal year, the Patient Advocate Unit operated on its last year of a multi-year agreement and entered into new negotiations with the Winnipeg Regional Health Authority for a program/funding renewal. For the moment, WRHA has offered AMC a one year extension to funding, stating they required a full program evaluation to take place in order to continue on with a new multi-year contract agreement. This evaluation will be conducted and finalized within the first quarter reporting period. The WRHA ensured AMC that this evaluation will be for enhancement purposes and will not be used to decide the faith of this valuable program. The Evaluation Framework outline will focus on all areas of the program, to evaluate the current operations of the PAU in order to strengthen its capacity to meet the goals, objectives and expectations of the PAU.

The PAU receives referrals from WRHA-Aboriginal Health Program's Central Intake and AMC Directs, which include walk-ins, call-ins, emails as well as from the Grand Chief's Office (GCO), Chief's & Councils, Health Directors, etc. In addition to WRHA & AMC, referrals from outside agencies such as Manitoba Public Insurance, Manitoba Housing, and Employment & Income Assistance, are also received.

On a continued basis, PAU has maintained and established new networking relations with many different organizations and government agencies. In many of these discussions, dialogue and meetings, our main focus was First Nations interests and how AMC PAU can raise awareness within various groups & committees, agencies and organizations, and to addressing existing problems that First Nations patients experience within their health care journeys.

### **Key Issues and Challenges**

In the past year, the PAU has encountered many challenges and barriers to equitable health care for First Nation patients. Medical relocation case files were again the most prevalent and pressing issues that PAU received through the WRHA referral system. Part of the process incorporates initiating an application via Housing Authorities, short-term accommodations having to be approved and extended, and appropriate identification is required. Ma-



jority of First Nations clients do not possess personal or photo identification, which is criteria needed for qualification and the first step to start the medical relocation process. All of these key factors contribute to staff conducting additional follow up, which often results in increased workloads.

Key issues and challenges faced by First Nation patients within WRHA facilities include: individual complaints; issues within the system; policies of FNIH/NIHB; and, other entities directly related to health care. It is also imperative that the collective partnership between AMC and WRHA along with other key stakeholders is maintained to ensure continuity and effective health services for First Nations. An essential component is to provide the patients an opportunity to speak on their issue(s) with recommendation(s) and support of the Patient Advocate.

### Linkages To First Nations

In addition to receiving referrals from AHS's Central Intake, many referrals are received directly from First Nation communities. The AMC PAU will strive to support our people by advocating, developing partnerships and bridging services through effective service coordination to ensure quality services for all First Nation people. Some key components to providing awareness of the PAU Program Services to various agencies, First Nations and Government. includes building relationships with various agencies in an effort to provide the most efficient and patient-centered service delivery. This is an ongoing process that must be done each and every year for various rationalization such as leadership change, government staffing transfers, etc.

Linkages to First Nation Communities has proven to be challenging in the sense that PAU program information only reaches out to a minimal audience that includes Chief and Councils, Health Directors and Transportation Coordinators. PAU and AHS have been doing a rollout to all WRHA facilities and specific departments that are in direct contact with First Nations patients. These presentations have been delivered in the previous years and have continued this year, as it is imperative that WRHA staff are fully aware of the AMC WRHA collaboration. In addition to these presentations, PAU Management is also delivering presentation to First Nation organizations, specifically on PAU rolls, objectives and activities.

The following are breakdowns of PAU clientele and the regions that they originate from:

### Status of Activities

The Patient Advocate is responsible for preparing scheduled reports of activities along with statistical data collection from referrals. The compiled data is currently stored on a excel spreadsheet, which will eventually be moved and stored into a new state of the art database, which will enable PAU to collect relevant program information for each specific program.

The PAU attends regular bi-weekly staff file reviews at Health Sciences Center with Aboriginal Health Services, in addition to attending monthly Advocacy Support Committee meetings, which current program issues are discussed. This allows the two organizations to address critical areas of the collective agreement and maintain a healthy relationship that better serves the First Nations in the health care system.

	Critical Incident	Legal	Media	CFS	Financial	Home Care	Housing Issues	Medical Relocation	Support Services	Mental Health	TRU	NIHB	MPI	Other	Total
Female	10	16	0	14	62	16	128	106	86	6	26	49	6	44	569
Male	15	18	2	5	57	8	99	61	98	4	33	46	4	53	503
<b>Total</b>	<b>25</b>	<b>34</b>	<b>2</b>	<b>19</b>	<b>119</b>	<b>24</b>	<b>227</b>	<b>167</b>	<b>184</b>	<b>10</b>	<b>59</b>	<b>95</b>	<b>10</b>	<b>97</b>	<b>1072</b>

**Total Cases = 879**, which are broken down as follows:

**Females = 480**

**Total Males = 399**

**Note:** A client may require assistance with multiple issues, which is why the total issues are greater than the total number of cases.

### **Accomplishments**

In the 2014-15 fiscal year, the Patient Advocate Unit has had numerous individual success cases, including completing many medical relocation cases, which are tedious and a long drawn out process to successfully complete. Many of the triumphs that the PAU experience go unnoticed and never receive the attention that they deserve due to the nature and privacy rights of individual patients.

In late March, the PAU Program Manager visited Vancouver, BC and toured the BC Patient Navigator Program and BC First Nations Health Authority. The BC Patient Navigator Program was very informational and proved beneficial for us to see the parallels between our two programs and how our own Patient Advocate Unit can grow as did their program. Considering our programs started as pilot projects at approximately the same time, it is amazing to see how far their PN program has evolved and expanded over the years. Although our PAU has remained relatively small, our hope is to one day increase in staff numbers and locations. The BC Patient Navigator Program operates out of the East side of Vancouver and employs approximately 34 Patient Navigators throughout the province of BC. This program is very similar in its mandate, however, the PAU maintains greater responsibilities in the sense that we don't have any jurisdictional boundaries.

In the planning stages, the PAU is working towards hosting a provincial wide Advocates Workshop that will focus on the needs of a Patients Health Care Journey. We plan on hosting this event in either the late Fall or early Spring. In addition, the PAU will be submitting a proposal to the Jordan's Principle Working Group (Federal funding) for a Jordan's Principle Advocate/Case Coordinator position to work collaboratively with PAU and EUTC on children's disability and complex medical needs issues for First Nation children.

During the year, the PAU was also involved with AMC's Medical Relocation Committee and as a result of this work, a report was conducted and finalized that had a recommendation for a First Nations run and operated Medical Boarding home. The PAU took on the role of over seeing this recommendation and is in the process of implementing the process of making this project a reality and formed a small working group to work towards implementation.

**Contact:**      **AMC Patient Advocate Unit**  
2<sup>nd</sup> Floor, 275 Portage Avenue  
Winnipeg, MB R3B 2B3  
Telephone: 204-987-4120  
Facsimile: 204-944-0582  
  
[www.manitobachiefs.com](http://www.manitobachiefs.com)



# Exhibit D





Assembly of Manitoba Chiefs  
ANNUAL GENERAL REPORT 2016  
Empowering Our Nations



*Cover "Between two worlds" by Jackie Traverse*

Jackie Traverse is a graduate from the School of Fine Arts at the University of Manitoba. She is an Anishinabek from Lake St. Martin First Nation. Jackie is widely known in the art community across Canada and her paintings, drawings, documentaries and sculptures speak to the realities of being an Indigenous woman.

Through her art, she expresses and conveys her ideas and opinions while striving to address issues that impact Indigenous peoples both on and off reserve. Jackie's paintings truly convey where her heart lies. She feels the strongest spiritual connection to all that she creates.

*Design by Melissa Wastasecoot*

# Assembly of Manitoba Chiefs

## ANNUAL GENERAL REPORT 2016

### Empowering Our Nations

#### **Acknowledgement & Dedication**

Cindy Blackstock.....	5
-----------------------	---

#### **Messages**

AMC Grand Chief Derek Nepinak .....	6
Elders Message .....	10
At the Crossroads.....	11
The Great Binding Law.....	13
First Nations Women's Committee .....	14

#### **Governance**

Executive Council of Chiefs Report.....	15
AMC Management/Operations Report .....	16

#### **Activities and Initiatives**

Road to Niagara .....	18
Treaty Relations .....	22
Women, Children and Families.....	24
First Nations Family Advocate Office.....	26
Youth Secretariat.....	29
EAGLE Urban Transition Centre .....	32
Patient Advocate .....	34
Special Needs Advocate Office.....	37
Gaming .....	39





# In recognition of Cindy Blackstock and her tireless dedication to First Nations children and youth

Cindy Blackstock, PhD (Social Work)

Executive Director, First Nations Child and Family Caring Society of Canada and Professor, McGill University School of Social Work



This year the AMC honours Dr. Cindy Blackstock's personal commitment and professional dedication for her outstanding work done over the last nine years in the precedent setting case of the Canadian Human Rights Tribunal decision that found Canada discriminates against First Nations children on-reserve.

In 2007 as the Executive Director of the First Nations Child and Family Caring Society (FNCFCs), Cindy and the Assembly of First Nations (AFN) filed a human rights complaint. The FNCFCs and AFN asserted that the Government of Canada discriminates against First Nations because it under-funds child welfare services for on-reserve First Nation children on the grounds of race and national or ethnic origin. This involves over 163,000 First Nations children.

The Canadian Human Rights Tribunal agreed. Among other things, it ordered Canada to cease its discriminatory practices in its First Nations Child and Family Service Program and to reform it. It also ordered Canada to cease applying a narrow definition to Jordan's Principle, and take measures immediately to implement its full meaning and scope.

**In addition to being responsible for a landmark human rights decision, Cindy's tireless advocacy helped expose the true impact of Canada's continued discrimination against First Nations children, identifying that:**

- 50 percent of all children in care in Canada are Indigenous despite being only 4% of the Canadian population;
- 90 percent of all children in care in Manitoba are Indigenous;
- One Indigenous baby a day is taken from its mother in Manitoba;
- There are more Indigenous children in care today than at the height of residential schools;

- The federal government gives the provinces and territories 2-4 times more money for child welfare services than they do to First Nation child welfare agencies; and
- Indigenous children spent over 66 million nights away from their families in foster care since 1989.

A member of the Gitksan First Nation, Cindy has 25 years of social work experience in child protection and Indigenous children's rights. Her reconciliation based approach to addressing contemporary inequalities experienced by First Nations children and youth by engaging children and young people and other members of the public to implement evidence informed solutions has been recognized by the Nobel Women's Initiative, the Aboriginal Achievement Foundation, the Indigenous Bar Association, Frontline Defenders and many others.

*The Canadian Human Rights Tribunal ordered Canada to cease its discriminatory practices in its First Nations Child and Family Service Program and to reform it.*

# Message from Grand Chief Derek Nepinak



This year, we celebrate the Assembly of Manitoba Chiefs' 28th Annual General Assembly on the lands of Swan Lake First Nation. A number of important developments happened over the last year, which, taken together, provides new opportunities to work together. This includes a Federal and Provincial election, the release of the Final Report of the Truth and Reconciliation Commission, the Canadian Human Rights Tribunal decision that found Canada discriminates against First Nations children on-reserve, and beginning of National Inquiry into Missing and Murdered Indigenous Women and Girls.

## Providing Advocacy for a Unified Voice

Each year, Manitoba Leadership gather to discuss important issues that affect their communities. It is at these tables that the Manitoba Chiefs come together to provide a unified approach for all First Nations in Manitoba. It is the First Nation leadership that directs the Grand Chief and AMC to be a strong voice and to keep advocating for First Nation Inherent and Treaty rights.

This year, the AMC hosted one Annual General Assembly and two Special Chiefs Assemblies. In March 2016, the First Nations Health and Social Secretariat of Manitoba and AMC co-hosted a joint Assembly in Dakota Tipi First Nation. One of the significant outcomes of this Assembly was resolution MAR-16.07 Abolishment of the Indian Act. This led to the Road to Niagara, a campaign to provide awareness and education to why we need to disengage from the Indian Act and to reclaim our traditional form of governance.

From June 8-9, 2016, the AMC hosted a Special Chiefs Assembly on the Indian Act and Gaming Development.

In 2016, the AMC hosted two "Tea and Bannock Dialogues" that were simultaneously live streamed and are available on AMC's YouTube channel. These open forums with panel discussions were designed to engage in conversations on fundamental First Nation issues. In February, "Notions of Nationhood" took place with leaders and advocates across Turtle Island to discuss: the limitations on expression of Nationhood within the Indian Act system, contemporary expressions of Nationhood in the colonial paradigm, and going forward on nationhood. This was an initial discussion to explore ideas, recognizing that we all need to come together to revitalize what nationhood means in a modern world.

The second Tea and Bannock Dialogue took place in May with traditional knowledge keepers. "Decolonization & First Nations Traditional Governance" discussed how First Nations can reclaim our traditional governance, by asserting our jurisdiction in our ancestral lands and by promoting our culture.

## New Governments, New Opportunities

The Federal election of 2015 brought a unique opportunity to help put the heavy handed Conservative government of Stephen Harper out of a majority and into either a minority or a complete change of government. Momentum grew as grassroots organizers reached out through social media platforms to help mobilize the vote. Through a request from the National Chief of the AFN to present at a panel at the Assembly of First Nations event in Montreal last year, I presented on Mobilizing the Vote, encouraging all First Nation citizens to cast a ballot in the federal election.

On October 19, 2015, voter turnout was up by 270 percent in some First Nation Communities, the Liberal Party under the leadership of Justin Trudeau was elected as the new federal government with a majority win. When Justin Trudeau campaigned, he committed "to have a renewed, nation-to-nation relationship with Indigenous Peoples, based on recognition, rights, respect, co-operation, and partnership".

As part of the opportunity to welcome the new government, I attended the inauguration ceremony for the new cabinet at the residence of the Governor General. Representing our organization, I was able to meet much of the new cabinet of the new federal government.

In December 2015, the Trudeau government announced 5 priorities to repair the relationship with First Nations:

- Launch a Nation Inquiry into Missing and Murdered Indigenous Women and Girls;
- Invest in First Nations education;
- Lift the 2% cap of funding for First Nation programs;
- Implement 94 recommendations of the Truth and Reconciliation Commission Report; and
- Repeal all legislations unilaterally imposed on First Nations by the previous government.

From December 7-11, 2015, on the Victoria Island on the unceded Algonquin Territory, I conducted a ceremonial fast. This was for the renewal that must occur in order to transition from the previous government's treatment of our people, towards a renewed optimism and a transformation of our relationship with the Crown.

A nation-to-nation relationship existed during treaty negotiations, as the Crown and First Nations entered into agreements to exchange settlement on our ancestral lands with assurances to protect and preserve our lifestyles and our access to lands and resources. This relationship of nation-to-nation slowly diminished throughout the years through unilateral legislation and policies used to control the movement and sovereignty of families under treaty. The original nations of our people need to further the discussion of defining what a nation is, something that needs to come from Manitoba First Nation leadership and the grassroots people.

Prior to the Manitoba provincial election, on March 24, 2016, the AMC hosted a Special Open Forum for provincial election candidates. Letters of invite were sent to each political party leader to attend and to consider bringing their Indigenous candidates. This was an opportunity for the political party to discuss their platform and how their party will advance First Nations opportunities and help eliminate the socio-economic conditions many First Nations face. We had over 21 candidates attend the Open Forum. The only leaders that attended were from the Liberal Party and from the Green Party. The event was also lived stream online for participants in communities who were not able to attend in person, to view the forum but also ask questions to political candidates.

On April 19, 2016, a new provincial Conservative government was elected. I have since met with Premier Brian Pallister and followed up with various Ministers to discuss the new governments position on a number of key areas including, Child Welfare, Missing and Murdered Indigenous Women and Girls,

First Nations Gaming, Treaty Land Entitlement, flooding and resource extraction. There appears to be a willingness of the new government to develop a new working relationship with First Nations.

### **Bringing Our Children Home**

Through the Bringing Our Children Report that engaged families, children and service providers, it was reported that a lot of resources are being put into a failing system and that the system practices must change. There is a need for a holistic approach to tackle these issues that is based on the original systems of child rearing, education, and nurturing of individual spirit.

The Bringing our Children Home Report was endorsed by the Chiefs in Assembly in 2015, and resulted in the June 1, 2016 opening of the new First Nations Family Advocate office (FNFAO). For the opening of the FNFAO, ceremony took place and it was gifted with a spiritual name, Nabinojiyag Bigiiwewag that translates into "our children are coming home". The office started off in ceremony because that is where our strength comes from and strength is needed in this line of work, dealing with vulnerable families and children.

The FNFAO continues to reveal a severely flawed system that is proscribed and fails to protect children and families. In Manitoba, there are approximately 1,100 First Nation children in the current child and family system. It has been reported time and time again that the system is used to work against First Nation families.

We need to get back to the basics and provide the necessary resources needed for families and children to ensure a healthy lifestyle and upbringing that respects the culture and traditions of First Nations.

The FNFAO is financially supported through the gaming agreement for Sandhills Casino and does not receive any funding from the provincial or federal government. Not relying on government funding allows for First Nations to have a real voice to speak on government policy and legislation that prevents reunification of families.

In January 2016, the Canadian Human Rights Tribunal ruled on the First Nations Child and Family Caring Society (FNCFCs) and the Assembly of First Nations (AFN) human rights complaint. It found Canada discriminates because it under-funds child welfare services for on-reserve First Nations children. It ordered the immediate and full implementation of Jordan's Principle as well as reform of the Federal First Nations Child and Family Services Program. The AMC is ensuring that response to this includes a regional component that involves a Manitoba perspective.

It is known that there is a straight correlation between children in care and Missing and Murdered Indigenous Women. The child and family service system is creating vulnerable children without any form of support and confidence once they age out of the system. Instead these young adults are put into positions where they are victimized and targeted.



Grand Chief Nepinak presenting at Red River College on the Indian Act.

## Missing and Murdered Indigenous Women and Girl and Families First

In July 2015, the report Families First: A Manitoba Indigenous Approach to Addressing the Issue of Missing and Murdered Indigenous Women and Girls was presented to the Chiefs-in-Assembly, and endorsed through resolution Jul-15.01. The resolution supported the implementation of the recommendations.

Families First recommended developing an Indigenous process to deal with MMIWG that ensures it includes what families want and need. It should also be grounded in Indigenous knowledge and traditions. It must include listening and understanding; be grassroots and inclusive; and Northern and Southern Manitoba-focused. Four components / streams of action were identified in any process developed that will include:

- Honour loved ones (opportunity for families to share and be heard);
- Individual case specific family inquiries (a process to assist in ongoing investigations and searches);
- Immediate actions (already identified in previous inquiries and inquests, and also identified by families); and
- Research on systemic public policy issues (ongoing “Cost of Doing Nothing” and systemic research).

On of the immediate actions was the creation of a foundation to raise funds for MMIWG. The Families First Foundation was provincially incorporated and is now separate legal entity from the AMC that will:

- Educate the public on the needs of families of MMIWG;

- Provide and coordinate the delivery of: religious, spiritual, emotional, cultural and financial support to families;
- Translation services, media liaison services and independent legal advice to families;
- Community-based mentorship and child-minding services to families;
- Provide communication services for the delivery of information to families; and
- Undertake activities ancillary and incidental to the abovementioned purposes.

During the development of the Families First report, the previous federal government continuously refused to call for a National Inquiry into Missing and Murdered Indigenous Women and Girls. It was reported that Prime Minister Harper believed attacks on Indigenous women and girls were isolated.

With the election of a new federal government, Prime Minister Trudeau committed to launch a National Inquiry into MMIWG. The Ministers of Indigenous and Northern Affairs Canada, Justice Canada and Status of Women held a pre-inquiry design process in December 2015 to February 2016. On August 3, 2016 the federal government announced the five commissioners for the National Inquiry including the Terms of Reference. The AMC continues to advocate that the process involved Manitoba First Nations families.

### Enbridge Line 3 Replacement Program

The development of Enbridge Line 3, and other pipelines, assumes Canada's ongoing reliance on fossil fuels – continuing contributions to global warming and

climate change. As stewards of the land, First Nations must be aware and involved in discussions that plan on expanding greenhouse gas emissions. The original project was built at a time where little, if any regard, was given to the interests of First Nations. The Crown's duty to consult First Nations is essential to addressing the larger environmental impact of the reliance on fossil fuels for future generations. The AMC is at the leading edge of the discussion on pipeline expansion in Manitoba and will continue to do so in order that communities can make informed decisions about the future.

Two gatherings were held at the Turtle Lodge (Sagkeeng First Nation, Manitoba) and were conducted in ceremony. The purpose of these gatherings was to continue the discussion within the context of the NEB hearing into the proposed Line 3 expansion of Enbridge and prepare a statement outlining the Elders and Traditional Knowledge Holder's position on the proposed Enbridge Line 3 expansion.

On November 28, 2015, Elders and Traditional Knowledge Keepers gathered at the Turtle Lodge to share The Great Binding Law, a statement of Alliance with Nature and Mother Nature. In addition to members of the National Energy Board, Enbridge Pipeline and industry representatives, government officials, the general public and the media was also invited to attend and bear witness. The Elders, supported by the AMC, feel it is critically important that their deep understanding and love of the land is communicated within the context of their oral and ceremonial traditions. The Elders saw this as an opportunity to discuss their relationship with



Grand Chief Nepinak speaking to Elders on traditional forms of governance.



Video shoot for *Road to Niagra* Campaign.

the Creator, Mother Earth and newcomers, including natural resource development and transportation companies. The Elders believed this was an opportunity for respectful and non-confrontational communication with industry and the National Energy Board.

On November 30 2015, the Elders presented the Great Binding Law at the NEB hearing. The Elders shared a water ceremony, water song and spirit song with those in attendance.

On December 11 2015, AMC's legal counsel, the Public Interest Law Centre, submitted written closing arguments, and presented in person the following week at the NEB hearings in Calgary. AMC's closing arguments argued that the hearing into Enbridge Line 3 was mired by a flawed application and flawed process. The AMC was not in a position to offer specific recommendations for the conditions relating to the issuance of a Certificate of Public Convenience and Necessity with respect to Enbridge L3RP as the process was not fair and was not meaningful or analytically rigorous.

Instead, the AMC provided information on best practice environment assessment in the hypothetical relating to:

- achieving healthy relationships between the environment, proponents, governments and First Nations;
- recognizing the ancestral lands of First Nations;
- providing equal weight and importance to Elders and traditional knowledge holders;

- recognizing the importance of meaningful and ongoing engagement of First Nations;
- acknowledging the necessity of free, prior and informed consent of First Nations in decision-making processes;
- developing adequate oil spill plans; and
- creating adequate follow-up and monitoring plans.

### **Making Connections**

This year I had the honour to travel to different parts of the country and at times, the world. I believe that we are all connected as Indigenous People from our homeland. We have a common history of colonization and assimilation, a paternalistic approach used to control the lives of Indigenous People. I strongly believe in building alliances of shared interest to help the movement of reclaiming the rights of the Original People.

In March of 2015, I traveled to Colombia to attend a Health Conference, where I had the opportunity to witness the health care system of the Anas Wayúu. Their unique model of health care delivery includes traditional and western medicine within a Wayuu culturally rooted and community based framework. As compared to Canada health care system that is based on contain costs, this concept of health care respects the traditional knowledge of medicine and healing.

I also was able to attend Healing Our Spirits World Wide in New Zealand in November 2015. The purpose of Healing Our Spirits World Wide is for Indigenous peoples across the world to come together to share their strength, hope, and wisdom

as they face community health, governance, and substance abuse issues. It provides a forum to discuss solutions and to connect and learn from other peoples to heal the spirit, heal the earth, and sustain cultural practices for the next generation.

One of the major catastrophes of our time is the development or replacement of pipelines through our ancestral and Treaty lands. If we continue on this path of unsustainable self-destruction, we will be contributing not only to future devastating oil spills, we will also be setting up our children and grandchildren to face an environmental calamity the likes of which we have never known. On October 28, 2016, I visited the west coast in Kamloops, BC and joined Mohawk Council of Kanesatake Grand Chief Serge Simon to continue to oppose TransCanada's Energy East line conversion project at the First Nations and Oil Pipeline Development Summit.

I attend these different conferences / summits throughout the world to find alternative ways of improving our First Nations here in Manitoba. Other Indigenous People around the world are leading by example and we in Manitoba have the capacity to implement these models or form alliance to step away from the status quo.

### **Moving Forward**

I am pleased to report to the Chiefs a successful year in providing advocacy and a voice for Children in Care, MMIWG, climate change, and an awareness of the deterrents of the 150 year old forced legislation of the Indian Act and the implications it continues to have on our communities, governance and rights. I want to thank the Chiefs for their direction and the AMC staff for continuing to move the vision of the AMC and Manitoba leadership.

With a new federal government showing a desire to move forward in a respected nation-to-nation relationship, I am optimistic that First Nations voices will be heard. In the next year, I will continue to advance our rights and ensure the protection and preservation of our inherent and treaty rights.

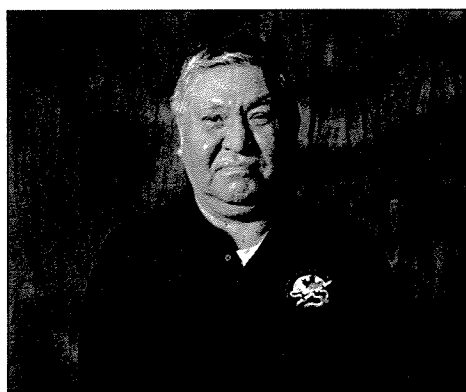
**Meegwetch, Ekosani, Wopida, Mahsi Cho  
Grand Chief Derek Nepinak  
AMC**



# A Message from the AMC Council of Elders



Elder Doris Pratt



Elder Wayne Scott

## Greetings! Aniin! Wapida!

Congratulations to AMC on their 28th Annual General Assembly. We wish to express our sincerest thank you to Swan Lake First Nation, Chief Francine Meeches and her Council for hosting the Chiefs Assembly. Congratulations on your vision and insight which is evident today with your business and economic development initiatives. The Leadership of today and the past continue to face many issues.

In 2016, when things should be so much easier, it seems that there are many more new issues our community leaders and people are facing. We all have great challenges. With the new federal government, we are certainly optimistic that we have a government who is willing to work with the First Nation leaders. We have been patient for far too long, now is the time for our people to rise up, get involved to ensure we all take action so there will be a better future for all of our community members.

The AMC Council of Elders was formed in 206. We would like to express our gratitude to AMC in ensuring the Treaty Office remains in place and there continues to be a role for Elders. Throughout this past year we have been fortunate to attend AMC Chiefs Assemblies, Executive meetings, different Chiefs Committee meetings, AFN National Chiefs meetings and other Gatherings. We have had opportunity to provide our input and guidance to:

- TRCM-Manitoba Museum Ceremony honoring museum Treaty Exhibit artifacts and Tour;
- Truth and Reconciliation Commission of Canada Live Report and Walk;
- Coalition Meetings on MMIWG hosted by AMC;
- Chiefs of Ontario, Regional Chief traditional election hosted by Treaty 3;
- Citizenship Ceremony hosted by the Province of Manitoba;
- Canadian Multiculturalism Day hosted by the Province of Manitoba;
- Families First Foundation;
- Tea & Bannock hosted by the Manitoba Indigenous Education Culture Centre;
- National Anti Racism Summit hosted by the City of Winnipeg;
- Meet and Greet with Mayor Brian Bowman;
- Meet and Greet with Lt. Governor of Manitoba Janice Filmon;
- Canadian Museum for Human Rights – Indigenous Content;
- Community Engagement Framework hosted by Nanaandawegimig-Healing Place/FNHSM;
- National Energy Board Line 3 Replacement Program Elders meetings;
- AMC-TRCM Manitoba Treaties Oral History Project – Volume 4;
- TRCM general operations, Treaty Education Initiative and Speakers Bureau;
- Lifting Up our Children Gathering hosted by AMC; and
- Road to Niagara.

We acknowledge our members of the AMC Council of Elders who are not represented here: Harry Bone, James Cote, D'Arcy Linklater, William Lathlin and Joe Hyslop.

In closing, as Elders we must continue to personally take on the challenges and teach our families and others who ask for guidance and advice so our traditional knowledge continues to thrive in the hearts of our people.

Respectfully,

Wayne Scott, Elmer Courchene and Doris Pratt

*"Nature is always giving us signs to bring us messages. Right now, the human beings are behaving out of balance, and Mother Earth is reflecting that imbalance through climate change."*

# At the Crossroads: Reconciliation, Renewing Relationships and The Great Binding Law

## Closing Arguments of the Assembly of Manitoba Chiefs for the National Energy Board Hearings into Enbridge Pipeline Inc.'s Line 3 Replacement Program

*(Prepared by: Allison Fenske & Joëlle Pastora Sala, Public Interest Law Centre December 11, 2015)*

### Excerpt

Recently, Prime Minister Justin Trudeau told the world "Indigenous peoples have known for thousands of years how to care for our planet. The rest of us have a lot to learn and no time to waste."

This statement represents a key moment in history for the recognition of Original Peoples as caretakers of their ancestral lands. First Nations Elders are the true leaders and teachers in their communities.

Their knowledge and expertise help First Nations people better understand their identities, worldviews and relationships towards all living beings, including Mother Earth.

As stated in the AMC letter to the NEB on 30 September 2015, the AMC receives guidance from the AMC Elders Council as part of its regular activities.<sup>3</sup> There has been increasing recognition that Elders' teachings are vital to good environmental decision making.<sup>4</sup> Given the Elders knowledge and expertise relating to the environment, the AMC was guided by a group of Anishinaabe (Ojibway), Nehetho (Cree) and Dakota Elders during its intervention in the Enbridge L3RP Hearing before the NEB.

The Elders who assisted the AMC include Oshoshko Bineshiikwe – Blue Thunderbird Woman, Osawa Aki Ikwe (Florence Paynter); Zoongi Gabowi Ozawa Kinew Ikwe – Strong Standing Golden Eagle Woman (Mary Maytwayashing); Nii Gaani Aki Inini – Leading Earth Man (Dave Courchene Jr.); Giizih-Inini (Dr. Harry Bone); Zhonga-giizhing – Strong Day (Wally Swain); Naawakomigowiinin (Dennis White Bird); Kamintowe Pemohtet – Spirit Walker (D'Arcy Linklater); Mah Pe Ya Mini (Henry Skywater).

At the invitation of AMC and prompted by the NEB Hearings into Enbridge Line 3, the Elders gathered over the course of several months with AMC staff and lawyers to work on a Statement. The AMC does not speak for the Elders. Elders speak with their own positions of strength and uncompromised voices.

Their Statement - The Great Binding Law - was prepared in ceremony at Turtle Lodge at Sagkeeng First Nation, Manitoba. It describes the Elders' deep understanding and love for Mother Earth. It calls on everyone to stand in good relationships with all living beings.

A short while ago, an open invitation was extended by the Elders to attend a Gathering at the Turtle Lodge for the public release of The Great Binding Law. Those who attended were given an important learning opportunity. Guests were invited to participate in ceremony and listen to The Great Binding Law. The interconnectedness of ceremonies/spirituality and the substance of the Elders' laws and teachings was illustrated. As described by Elder Dave Courchene Jr. during the hearing in Winnipeg:

In ceremony, we brought in the tree, the water and the soil of Mother Earth to come and listen to the words that were spoken in the lodge, and we asked the song of the drum to carry our message all over the world because the message that we hold as the original people of this part of the world has been denied a voice for a long time.

For First Nations, the tree which was brought into the Turtle Lodge represents all trees which are given the responsibility to carry messages to the Creator. The message carried to the Creator is that Mother Earth and all living beings are out of balance.

Once The Great Binding Law had been spiritualized in ceremony, it was presented by the Elders at the NEB hearings in Winnipeg. The Elders shared a water ceremony, water song and spirit song with those in attendance. Before The Great Binding Law was read for the record, Elder Dave Courchene Jr stated that the most important part of the presentation had already happened: what you have witnesses in the beginning of our presentation, we feel, is the most important part of our presentation that is reflected in prayer and song because it is an acknowledgement of the spirit and it is an acknowledgement of the land that we receive our songs.

This statement emphasizes the interconnectedness between process and substance for First Nations.

This may be difficult for regulators and proponents to understand, however First Nations are frequently called to move within processes that are not their own, such as this NEB hearing process. As stated by the AMC Grand Chief Derek Nepinak in the National Energy Board hearings in Winnipeg,

It's a very difficult thing for us to try to bring together our ceremony into the secular spaces of the regulatory proceeding that we're here with today. [...] So what you're hearing is a reflection of our human experience and what we know through ceremony. That may be very difficult to reconcile, as I said, within this regulatory type of setting, but nonetheless, it has to happen.

Given the Elders desire to teach and have The Great Binding Law as part of the formal record, they agreed to participate in the hearings. For multiple reasons, the decision to participate was difficult for Elders and the experience was uncomfortable.



I hope you look upon the document as an extension of our kindness. It is written in the English language [so] that you may understand some of what it's trying to say, but believe me when I say that the great power of our ceremony is what has guided this process throughout, and some of you had witnesses that at the Turtle Lodge earlier within the last few days.

As peaceful people, the strength of First Nations people is in ceremonies and teaching lodges. It is the rattles, drums, songs, and languages that also give First Nations strength.

The laws and teachings of Elders remain relevant today. Indigenous people throughout the world are delivering similar messages. Those paying attention to the Climate Change Conference in Paris may have noticed that the Joint Statement released by Indigenous people of the world bears close resemblance to the messages in The Great Binding Law.

The AMC fully supports the Elders work and endorses The Great Binding Law. While it may be difficult to translate the fundamental values and insights of The Great Binding Law into practical regulatory terms, the AMC is both humbled and honoured by the opportunity to present its understanding of the Elders' teachings.

**As the AMC reflects on the Elders' messages, it is left with many challenging questions:**

- how can AMC ensure the spirit of The Great Binding Law remains alive, while recognizing that some translation is needed for regulators and governments to undertake concrete actions?
- what if anything is lost in the act of translating a spiritual document into secular spaces?
- what are the parameters of the relationship between First Nations law and Canadian regulatory laws?

The Elders have extended an invitation to governments, proponents and the general public to take time to pause and reflect.



Back row (L-R): Gail Flett, Jim Cote, William Lathlin, Joe Hyslop, Wayne Scott, Harry Bone  
Sitting (L-R): Doris Pratt, Mayor Brian Bowman, James Wilson, D'Arcy Linklater

It is only the human being that has severed its natural connection to Mother Earth and lost its connection to her Natural Laws.

[...]

Nature is always giving us signs to bring us messages. Right now, the human beings are behaving out of balance, and Mother Earth is reflecting that imbalance through climate change.

[...]

All of humanity needs to make a journey to the land, to sacred sites, places of healing, teaching and connection, to find peace.

[...]

Our ancestors prophesied of this time- a time of climate change, a time of cross-roads, a time of self-examination, and a time of choice. Our choice is not a choice of words, it is a choice of action.

[...]

We need to stand strong now in alliance with Mother Earth.

[...]

It will require a peaceful journey back to the Earth, to find our direction for our survival.

Relationships (between First Nations; governments, proponents and regulators) are badly out of balance. The NEB process and filing relating to Enbridge's L3RP exemplifies this imbalance in many ways.

The Great Binding Law teaches us to stand in good relationships. AMC also hopes that it will assist Regulators and governments to better comprehend its decision not to support Enbridge's L3RP Project Application at this time.

Relationships must be renewed before AMC can discuss any specific project application. It is for this reason that AMC cannot agree to the issuance of a Certificate of Public Convenience and Necessity for the Enbridge Line 3 Project Application.

# OGICHI TIBAKONIGAYWIN, KIHCHÉ OTHASOWEWIN, TAKO WAKAN:

## The Great Binding Law

Written at Turtle Lodge



By Oshoshko Bineshiikwe – Blue Thunderbird Woman, Osawa Aki Ikwe (Florence Paynter); Zoongj Gabowi Ozawa Kinew Ikwe – Strong Standing Golden Eagle Woman (Mary Maytwayashing); Nii Gaani Aki Inini – Leading Earth Man (Dave Courchene); Giizih-Inini – (Dr. Harry Bone); Zhonga-gjizhing – Strong Day (Wally Swain); Naawakomigowiinin (Dennis White Bird); Kamintowe Pemohtet – Spirit Walker (D'Arcy Linklater); Mah Pe Ya Mini (Henry Skywater)

*Nitam - Michemach Oche - Ahana...*

In the beginning, when time started, a long, long time ago, *Kizhay Manitou*, the Great Spirit, gave us one universal Law – *Ogichi Tibakonigaywin* – a Law that connects us all. Through this Law we were all given our unique languages, songs, ceremonies, ways of life, teachings and stories. We were all given our ways of loving and taking care of Mother Earth.

*Kizhay Manitou* put spirit in Mother Earth and all of life. We come from the spirit world and flow through the Earth. We will all return to the spirit world and to the Earth when our journey on Earth has been completed.

Through Mother Earth, *Kizhay Manitou* planted the seeds of life, with Original Instructions on how to be and how to sustain our relationship with Mother Earth. Mother Earth gave birth to the plants, the animals, the birds and finally to the human being. *Kizhay Manitou* gave us medicines for everything that can affect us.

Mother Earth is alive and she is the Original Mother of life. She has a living spirit and she is sacred. Mother Earth is so beautiful – she is the most beautiful creation – the most beautiful woman of all.

As the Mother of life, Mother Earth gives birth, and gives us everything we need to live – the food, the water, the medicines, the clothing, the shelter, and most of all, the love, kindness and teachings that a mother gives to her child.

Her teachings are reflected in Natural Laws – the balance of nature in the rising and setting of the sun, the patterns of the weather through the winds, the rains, and the elements of life, the natural flow of the blood of the Earth through the rivers and the oil beneath her, the cycles of the moon and the breaking of the waters when a child comes, as woman gives life in the most natural of ways. As long as we are breathing this beautiful air, whether we realize it or not, there is an invisible umbilical cord that always connects us to our Original Mother – our life source, Mother Earth.

In Nehetho, the word *Waskaawe siweno* (WAS-KAAH-WAY-SEE-WIN) means "Everything around you" and describes how we are all connected.

In Dakota, *Mitakuye Owasana* means "All my relations – we are related." We are related to the stars in the sky, the birds, the fish, the animals and the plant life.

In Anishinaabe, *Nikanisitook* acknowledges "All my relatives in life."

With the exception of the human being, all of the other living beings of creation have continued to follow their Original Instructions and live in balance and harmony with Natural Laws. It is only the human being that has severed its natural connection to Mother Earth and lost its connection to her Natural Laws.

We cannot continue to disrupt the Natural Laws of life. If even one of us disrespects that Great Binding Law, it affects us all, and it will come back to us. Nature's Laws are self-enforcing. What we put into our circle always returns to our web of life. Mother Earth will have the final say because she is the Mother to us all.

Nature is always giving us signs to bring us messages. Right now, the human beings are behaving out of balance, and Mother Earth is reflecting that imbalance through climate change.

We are the free and independent Original People of this land. As the roots of this land, we are the true leaders of our ancestral lands – *Manito Ka Apit* – Where *Kizhay Manitou* – the Great Spirit – sits.

We come from the Dakota, Nehetho, and Anishinaabe Nations who have lived on our ancestral lands since *Kizhay Manitou* placed us here with our languages, songs, ceremonies, teachings and ways of life. We have always been here.

As unique Dakota, Nehetho, and Anishinaabe Peoples, we speak with one voice. We have respect for each other. As the Original People we welcome you. We come forward to share with you. We come to share that love with you. We bring our shared understanding and that is this:

We are all brothers and sisters and we all have a sacred responsibility to take care of and make an alliance with Mother Earth.

We are a peaceful people. We are not asking for anything for ourselves. The human being was the last part of creation to be created. It is our spiritual responsibility to take care of that life.

*Kizhay Manitou* had a vision of a world filled with peace and love. It is through the land that we can find that peace and love.

All of humanity needs to make a journey to the land, to the sacred sites, places of healing, teaching and connection, to find peace.

We make an invitation to the whole human family, and all the children, to come to our lodges so we can teach them to love the land, connect to the land, and take care of the land. Our journey begins with gratitude to the Earth and to the Spirit. *Kizhay Manitou* gave all of us gifts to share with each other, to take care of the Earth and all life.

In our lodges, the children will hear the teachings, feel the ceremonies and feel the love for Mother Earth.

Our ancestors prophesized of this time – a time of climate change, a time of crossroads, a time of self-examination, and a time of choice. Our choice is not a choice of words, it is a choice of action. We need to stand strong now in alliance with Mother Earth.

We are all in this together. Today, we call on all Nations of the world to join us in the spirit of our Original Instructions to care for Mother Earth together, and find true peace.

It will require a peaceful journey back to the Earth, to find our direction for our survival.

As one of our great Lakota leaders of the past, Crazy Horse, said:

Upon suffering beyond suffering;  
The Red Nation shall rise again.  
It will be a blessing for a sick world  
A world filled with broken promises, selfishness and separations  
A world longing for light again!  
I see a time, long after the skies have grown dark and dirty  
And the Water has become bad-smelling  
I see a time of seventh generation,  
When all the colours of mankind  
Will gather under the Sacred Tree of Life  
And one whole Earth will become one Circle again.

RESPECT



LOVE



COURAGE



HONESTY



WISDOM



HUMILITY



TRUTH



# A Message from the First Nations Women's Committee

Greetings and welcome Elders, Youth, Leadership and First Nations citizens to the Assembly of Manitoba Chiefs 28th Annual General Assembly.

The Women, Children and Families file at the Assembly of Manitoba Chiefs (AMC) and the work of our Committee continues to face many challenges, especially, funding. However, our commitment to advancing the issues and seeking solutions for the betterment of Manitoba First Nations women persists.

Advancing issues such as Missing and Murdered Indigenous Women and Girls; human trafficking and stop the sexual exploitation of children, women and girls, domestic violence, mental health well-being, gender equity, to ensure that the situation of First Nation women and communities improve, and cultural and social harmony is restored, this will require increased networking amongst all First

Nations women throughout Manitoba and between First Nations men and women. Let us go forward together!

In our traditional societies, women and men worked together to create and maintain strong families. Women were held sacred as the givers of life and were valued as decision-makers.

FNWC is kept informed of the activities to address these issues by staff person, Karen Harper through the Women, Children and Families program. Karen brings us together via telephone, emails seeking our input, decisions and support.

Women leadership is stronger than ever, not only in number but in spirit, strength, guidance and wisdom as we work daily for women, children, families and communities. I am honored to stand with these women:

- Chief Stephanie Blackbrid, O-Chi-Chak-Ko-Sipi First Nation
- Chief Viola Eastman, Canupawakpa Dakota Nation
- Chief Betsy Kennedy, War Lake First Nation
- Chief Sharon Mason, Wasagamack First Nation
- Chief Cathy Merrick, Pimicikamak Cree Nation
- Chief Cindy Spence, Peguis First Nation
- Chief Marie A. Wood, St. Theresa Point First Nation

Ekosani! Miigwech! Ekosi! Mahsi Cho! Wopida!

**Chief Francine Meeches**  
Swan Lake First Nation and Chair  
AMC First Nations Women's Committee



**Standing (L-R):** Chief Viola Eastman, Canupawakpa Dakota Nation, Chief Marie A. Wood, St. Theresa Point First Nation, Chief Cindy Spence, Peguis First Nation, Chief Francine Meeches, Swan Lake First Nation, Councillor Samatha Folster, Norway House Cree Nation, Chief Stephanie Blackbird, O-Chi-Chak-Ko-Sipi First Nation, Chief Sharon Mason, Wasagamack First Nation. **Seated:** Chief Betsy Kennedy, War Lake First Nation. **Missing:** Chief Cathy Merrick, Pimicikamak Cree Nation

# Executive Council of Chiefs

## Committee Members

Chairperson, Grand Chief Derek J. Nepinak

Chief F. Meeches, First Nations Women Council

Chief McLean, Lake Manitoba First Nation, IRTC

Chief Chalmers, Birdtail Sioux First Nation, DOTC

Chief Houle, Ebb and Flow First Nation, WRTC

Chief Hamilton, Bloodvein First Nation, SERDC

**INDEPENDENTS:** Chief Crate, Fisher River Cree Nation; Chief Henderson, Sagkeeng First Nation

Chief Mason, Wasagamack Hill First Nation, ILTC

Chief Bland, York Factory Cree Nation, KTC

Chief Genaille, Sapotaweyak Cree Nation, SCTC

**INDEPENDENTS:** Chief Moody, Nisichawayasihk Cree Nation; Chief Evans, Norway House Cree Nation; Chief Baker, O-Pipon-Na-Piwin Cree Nation; Chief Merrick, Pimicikamak Cree Nation

## Introduction

The Executive Council of Chiefs (ECC) receives its mandate exclusively from the AMC Constitution and resolutions passed by Chiefs-in-Assembly.

In accordance with the AMC Constitution (Article 11), the ECC shall function as a source of authority between Assemblies and shall be composed of the Grand Chief, 5 Chiefs selected by northern First Nations and 5 Chiefs selected by southern First Nations. Quorum for the ECC shall consist of six members.

Additional members include representation from the First Nation Women Committee and standing invitation to MKO Grand Chief, SCO Grand Chief and AFN Regional Chief.

## Key Issues and Challenges

The ECC deliberated and provided a record of decisions on a range of issues such as: Assembly of First Nations, First Nation Health and Social Secretariat of Manitoba, Diabetes Integration Project, ASETS, National Treaty 1-11 Gatherings, Northern Gaming, Manitoba First Nation Casino Trust, Chiefs-in-Assembly Resolutions, Personnel and Finance Committee, Federal/Provincial Election, Policing, National Energy Board, Board Appointments; Treaty Relations Commission of Manitoba, Families First Foundation, First Nation Income Assistance Program, MFNERC, Water Regulation, INAC, First Nation Women Council, Inquests, Abolishment of the Indian Act, Treaties and Self-Determination and Road To Niagara.

## Linkage to First Nation Communities

Information to First Nation communities on plans and actions of the organization are made through various communication tools such as: email, faxes, press releases, conferences, Ogimakaan magazine and updates on AMC Website and Facebook.

## Status of Activities for 2015-2016

The Executive Council of Chiefs held six meetings since the 27th Annual General Assembly: May 21, 2015; September 17; November 26; March 7, 2016; April 21 and June 7, 2016.

- Approved all meeting dates, location and agenda for AMC Annual/General Assemblies and Special Chiefs Assemblies;
- Deferred resolutions from Chiefs-in-Assembly were reviewed and approved.

- Supported the work of the Personnel and Finance Chiefs Committee;
- Final appointments made to various Committees and Boards;
- Support ongoing work of the Chiefs Gaming Committee;
- Support the merge of the Diabetes Integration Project and First Nations Health and Social Secretariat of Manitoba;
- Support ongoing work of the Chiefs Task Force on Treaty Relations Commission of Manitoba;
- Support the work of the MFNERC Chiefs Task Force Review Committee;
- Re-established the Chiefs Committee on Treaties and Self Determination to assist with the abolishment of the Indian Act; and
- Support the Road to Niagara campaign on the Indian Act discussion.

## Accomplishments for 2015-2016

The ECC adopted 62 ECC resolutions to advance the work of Manitoba leadership.

## Conclusion

A heartfelt thanks to the AMC Elders Council for their continued guidance and support.

A special thanks to the work of former ECC Chief members for their input, hard work and commitment that they have brought to the ECC committee.

# Management/Operations Report

## Introduction

The Assembly of Manitoba Chiefs (AMC) Secretariat core functions are:

**Administration:** Finance, Human Resources, Information Management, Information Technology, Media Relations and Communications.

**Political Infrastructure:** Grand Chief; Executive Council of Chiefs; Personnel & Finance Chiefs Committee; Annual, Special and General Assemblies; Chiefs Committees; and Council of Elders.

**Strategic Policy Coordination and Analysis:** Inter-departmental policy and coordination capacity including conducting the necessary research, community engagement in the development of AMC policy position/documentation; providing briefings to leadership; and meetings on policy engagement with federal, and where required, provincial departments. Under the direction of the Grand Chief, the AMC Management Team implements decisions made by the AMC Chiefs-in-Assembly resolutions and Executive Council of Chiefs motions.

The Management Team continues to meet on operational matters, along with and under the direction of the Chiefs Committee on Personnel and Finance, which includes:

- Approval and implementing AMC Work Plans and Budgets;
- Financial Management (in accordance with AMC policies and procedures);
- Human Resources (in accordance with AMC policies and procedures); and
- Overall performance measurement and evaluation.

The work plan of the AMC Secretariat includes, but is not limited to:

- First Nations Governance
- Education & Skills Development
- Health

- Lands and TLE
- Resource Benefit Sharing
- Economic Development
- Social Development
- Children, Women & Families
- Housing & Infrastructure; On/Off Reserve Housing
- Research Partnerships
- Legislative and Policy Reviews and Development
- Intergovernmental Relationship Building and Partnerships
- Urban First Nations Strategies.

The Management Team works with Indigenous and Northern Affairs Canada (INAC), Health Canada (FNIHB) Manitoba Region, Province of Manitoba Indigenous and Municipal Affairs and the City of Winnipeg, to negotiate annual work plans and budgets in support of First Nations common issues regarding the areas listed above and ensuring the Secretariat is dedicated exclusively to the social, cultural, educational and economic development of First Nations people.

The organization's annual work plan activities are based on strategic planning by directives to meet First Nations common priorities i.e.:

- Facilitate support to the First Nations inherent right to self-determination through informed participation and decision-making and ratification of outcomes.
- Reflect priorities that deal with First Nation issues at community level in addressing changes to legislation, regulations, policies, procedures and improvements to programs and services.

- Promote opportunities for collaborative partnership with Canada and the Province on basic organizational capacity and support for research activities on common community initiatives and institutional development.
- Provide appropriate timeframes for achieving and measuring strategic outcomes, organizational performance, effectiveness and financial accountabilities.

## Key Issues and Challenges

The AMC Secretariat performs a significant advocacy function to support the directives provided through Chiefs resolutions.

These directives and activities are developed to identify key issues and formulate alternatives to influence changes to existing and proposed federal and/or provincial policies and programs. Meeting timely deadlines requires regular identification of critical and emerging issues with preparation of the relevant documentation for leadership review and decision-making.

Although the AMC continues to work within the 85% reduction to its core funding, it continues to retire the deficit and meet organizational and program objectives. The AMC has completed the required Management Action Plan quarterly monitoring meetings with INAC.

## Linkages to First Nation Communities

The AMC Secretariat provides relevant, ongoing and consistent updates on the activities of the organization through social media, Ogimaakaan magazine, and "A Vision for All" biweekly radio show on NCI FM. The Grand Chief and Management attend workshops and meetings and participate at various forums with communities, senior officials, working groups and committees to ensure information is gathered, analyzed and reported to the leadership, particularly on issues that may impact First Nations programs and services.

A central goal of the Secretariat is to support and advocate for First Nation community based needs and action plans focused on strategic outcomes. Preparation of briefing materials is regularly completed on a range of issues with various strategies and reports provided to the Chiefs-in-Assembly, Executive Council, and Chief Committees.

To ensure projects and initiatives are community driven there are also technical working groups which consist of community and/or regional representatives in the areas of Education, Health, Women, Children & Families, Social Development, Housing & Infrastructure and Economic Development. Feedback and reports are developed for leadership and First Nations members.

AMC monitors regional information and coordination on national First Nation and federal government initiatives, including but not limited to the following areas: Policy and Legislation, First Nation Education, First Nations languages, Economic Development – federal government restructuring, Federal Budget, and Federal Election strategy.

## Status of Activities

The Management team meets regularly for overall issues management, financial monitoring and reporting, AMC Constitution, Chiefs-in-Assembly resolutions, Executive Council motions and funding agreements.

The Management Team works with the Personnel & Finance Chiefs Committee to review administrative and financial operations. The Personnel & Finance Committee reports to the Executive Council of Chiefs and at the Annual General Assembly on the operations of the Secretariat, including the audited financial statements.

Meetings are held with Senior Officials from INAC (HQ, Region), Health Canada, City of Winnipeg and the Province on key initiatives and projects.

The Management Team also works closely with the Program Managers regarding regular reporting on activities, human resource issues and funding challenges.

One of AMC's core functions is to communicate with its members. The AMC provides ongoing monitoring and maintenance of AMC's existing network system. They also collaborate on projects to ensure efficiency in communications to First Nations/general public. The AMC continues to have challenges with updating the network infrastructure. The IT technician continues to work towards upgrades, creating and revising policies and procedures related to the network infrastructure.

## Accomplishments Over The Past Year

- Approved work plans and budgets for the 2015/2016 Fiscal Year
- 27th Annual General Assembly July 2015
- Completed MAP Quarterly Meetings
- AMC/FNHSSM Special Joint Chiefs Assembly March 2016
- Tea and Bannock Dialogues February 2016
- Tea and Bannock Dialogues #2 May 2016
- 2nd Annual Blanket Dance June 2016
- Aboriginal Day Booth at The Forks to raise awareness of AMC Programs & Initiatives June 2016
- AMC Chiefs Assembly June 2016
- AMC/Families First Foundation Co-hosted a Complimentary Pancake Breakfast December 2015

Further Accomplishments of the Assembly of Manitoba Chiefs are outlined within the Annual Report.



Isaac Murdoch speaks at the *Tea and Bannock Dialogues* at Thunderbird House.



# Road to Niagara

At the March 8-10, 2016 joint AMC and FNHSSM assembly, Resolution MAR-16.07 Abolishment of the Indian Act was passed. It included a call on the government of Canada to provide an accounting of the Indian Moneys Trust Fund, and direct that a technical and legal review be conducted for abolishing the application of the Indian Act and Section 91.24 of the Constitution of Canada.

The technical review included looking at “the Dismantling of the Department of Indian Affairs and Northern Development, the Restoration of Jurisdictions to First Nations Peoples in Manitoba and Recognition of First Nations Governments in Manitoba” (the Framework Agreement Initiative, or FAI).

In 2007 the AMC Chiefs in Assembly discontinued the negotiations of the FAI until Canada demonstrated political will and commitments to a new approach that:

- Proceeds on a nation-to-nation basis with negotiations occurring at the First Nation leadership and ministerial level;
- Goes beyond the limitations of the federal Inherent Rights Policy;
- Includes a new fiscal relationship consistent with the nation-to-nation approach;
- Puts the needs of First Nation people as paramount;
- Provides for a level playing field;
- Ensures consultation and decision making with First Nations at every stage of negotiations, and
- Continues to provide financial support for self-government research, development and negotiation support in anticipation of a renewed goodwill negotiation approach.

On April 11, 2016, the AMC hosted a Legal and Technical Review Meeting that consists of a number of previous staff and legal counsel who worked on the FAI file. Discussion surrounded the purposes of the FAI and the issues with FAI that prevented it from reaching its purpose, including:

- Citizenship - who is an ‘Indian’;
- Application of the Charter on-reserve;
- Limited mandate and area of discussion for education, CFS and Natural Resources;
- Provincial involvement;
- Land;
- Taxation- Canada did not support a First Nation right to taxation; and
- Own source revenue.

The AMC Chiefs Committee on Self-Determination and Treaties were assigned to provide leadership oversight. The Chiefs Committee consists of: Chief Francine Meeches, Swan River First Nation; Chief Roulette, Sandy Bay First Nation; Councilor Gilbert Fredette, Norway House Cree Nation; and Chief Arlen Dumas, Mathias Colomb Cree Nation.



2016 Road To Niagra caravan participants.



On June 9, 2016 AMC had a Special Chiefs Assembly that dealt with the Indian Act. Grand Chief Derek Nepinak spoke about the “Road to Niagara” as a response to resolution MAR.-16.07

### **Abolishment of the Indian Act**

The Road to Niagara was created to raise collective awareness with the grassroots First Nations people and Canadians on the importance of returning to the original spirit and intent of the treaties. Awareness of the spirit and intent of the original relationship with newcomers to our ancestral lands is key to envisioning a future outside of Indian Act colonial legislation.

The Chiefs-in-Assembly passed resolution JUN-16.12 re Ongoing support for the abolishment of the Indian Act and The Road to Niagara. The resolution resolved that, the AMC Chiefs in Assembly support and give Grand Chief the mandate to carry out the Road to Niagara and speak to this initiative on the Abolishment of the Indian Act at the AFN Annual General Assembly in Niagara Falls.

To bring awareness of disengaging from the Indian Act, the AMC hosted the “Tea and Bannock Dialogues: Notions of Nationhood” on February 11 and 12, 2016; and “Decolonization and First Nations Traditional Governance” on May 31, 2016. Discussion surrounded on how to reclaim traditional governance by asserting First Nation jurisdiction.

On July 7, 2016, the AMC, along with Chiefs, youth, and families joined the Road to Niagara Caravan from Winnipeg to Niagara Falls, ON, where Grand Chief Derek Nepinak presented on “Disengaging from the Indian Act” at the Assembly of First Nations 37th Annual General Assembly.

Starting off with a Pipe Ceremony in Lower Fort Garry in Winnipeg, the caravan made its first stop in Kenora where they were greeted by the drum and supports who believed in the vision to begin disengaging from the Indian Act. Arriving in Eagle Lake First Nations, the community hosted a Fish Fry for the Caravan and shared their support and vision on how they viewed a life outside the Indian Act.

Before arriving in Serpent River First Nation, the Caravan stopped in Garden River First Nation where Elder Harry Bone laid

down tobacco and prayed for strength and courage to continue the ride to Niagara Falls, ON. Once arrived in Serpent River, Isaac Murdoch and members of the community greeted the caravan. Isaac Murdoch shared stories from his territory and took the participants to two sacred sights on the shores of Lake Huron. Before visiting the Rock Paintings, food was offered for visiting the spiritual site and the sharing of the stories. Walking over a kilometer through the thick forest, the group along with Elders and youth stopped at the over century year old rock painting of the Serpent. Isaac shared the story behind the rock paintings, and how we need to go back to our traditional ways and reclaim our sovereignty.

The Road to Niagara was lead by Grand Chief Derek Nepinak and 5 other motorcycles riders. The group consisted of Chief Norman Bone of the Keeseekoowenin Ojibway First Nation, 2 Grandmothers, 1 woman, and 1 youth. The group was strategically organized on the highway to ensure safety and expression of leadership with Grand Chief Nepinak leading the way followed closely behind by Joan Jack. Joan captured media attention and was reported to be carrying a message on the Road to Niagara to inspire Indigenous women to be political leaders.

Arriving in Niagara Falls, the RTN caravan participated in a pipe ceremony at the Niagara Regional Native Centre lead by Elder Harry Bone and joined by Ontario Regional Chief Isadore Day. The pipe ceremony was to close the first part of the Road to Niagara and to begin the message across to all the Chiefs across Turtle Island that attended the Assembly.

Grand Chief Derek Nepinak and the staff of the AMC hosted a colloquium meeting with Minister Bennett of Indigenous and Northern Affairs Canada including academics and scholars from different parts of the territory. The purpose of the meeting is to begin discussing the foundations of a new relationship that would focus on enabling a dialogue that empowers the recommendations offered by the Truth and Reconciliation Commission (TRC) Final Report, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and of course, the foundational Treaty relationship envisaged in the Treaty of Niagara.

On July 12, 2016, Grand Chief Derek Nepinak presented on “Disengaging from the Indian Act” to the Chiefs-in-Assembly. This was in response to the AMC resolution MAR 16.07 Abolish the Indian Act, and to present on the initiative and undertakings AMC has done to continue the discussion of why First Nations need to start disengaging from the Indian Act.

To further the discussion, Resolution 02/2016 Establishing a Nation-to-Nation process on Land, Peoples and Governance and Resolution 03/2016 Calling for a National Reconciliation Process & Implementing the RCAP Recommendations were passed during the AFN 37th Annual General Assembly.

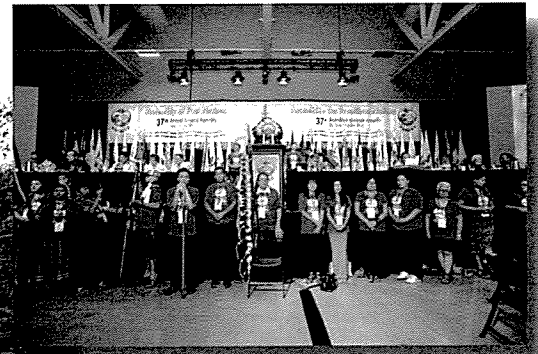
After the Assembly in Niagara Falls, the Chiefs Committee on Self-determination and Treaties met on July 26, 2016 to discuss the next steps forward, which included:

1. To include a seminar type presentation on “How Government Works” (i.e. Treasury Board funding and processes); presentation to the leadership;
2. AMC to have a peripheral role in assisting the 3 host First Nations of the Treaties 1-11 meeting on August 30, 31 and September 1, 2016 in Brandon, Manitoba. The focus of the meeting was to discuss Canada’s fiscal relations with First Nations; implementation of UNDRIP; reconciliation framework; internal agenda on “breathing life in section 35 of the Constitution of Canada and going beyond the Indian Act;
3. Road to Niagara participants to be involved and plan the Decolonization, Empowerment and New Horizons on Self-Determination (disengagement from the Indian Act); and to plan a major event on July 1, 2017 (Canada’s 150th birthday);
4. To meet with Canada and AFN regarding AFN resolutions and to discuss Canada’s Reconciliation Framework and AMC’s call for a reconciliation process; and
5. To expand the Chiefs Committee on Self-Determination and Treaties and provide regular updates to the Chiefs about disengaging from the Indian Act process.



Returning to Niagara  
July 7 - 14, 2016  
Assembly of Manitoba Chiefs

Photography by



Returning to Niagara  
July 7 - 14, 2016  
Assembly of Manitoba Chiefs

Photography by Red Stone







# Treaty Relations

## Staff

Gail Flett, Treaty Relations Coordinator

## Introduction

The Assembly of Manitoba Chiefs (AMC) Coordination, Facilitation and Communication work plan is submitted on an annual basis to Indigenous and Northern Affairs Canada (INAC) Headquarters as a Special Project. The budget of \$121,880 and work plan activities are directly linked to the Treaty Relations Commission of Manitoba (TRCM) activities intended to support their mandate to “strengthen, rebuild and enhance the Treaty relationship.” The funding remained the same since budgets were cut in 2014.

AMC’s role in the TRCM is to provide political, technical and advisory supports to the Grand Chief, Chiefs’ Task Force, and Manitoba Leadership as it relates to the TRCM. The representatives who participate include: Grand Chief/designate from Grand Chiefs Office (GCO) with Dennis White Bird assigned; AMC Chiefs Task Force on TRCM, former Chief Morris Swan Shannacappo, and Chief Arlen Dumas (Chief Norman Bone was appointed on June 6, 2016 by the AMC Executive as the Southern representative).

The AMC representatives to the TRCM Committees - Joint Senior Officials Committee includes: 1 member from the Chiefs Task Force; the GCO; an Elder; and the Treaty Relations Coordinator. On the TRCM Operational Management Committee, representation is: GCO and Treaty Relations Coordinator. On the TRCM Technical Working Group, the AMC representative is the Treaty Relations Coordinator.

## Key Issues and Challenges

Through a partnership with INAC, AMC continues to maintain and uphold its relationship on the Treaty Commission office. However, the delay in identifying a joint process to review the existing Memorandum of Agreement, mandate governing the TRCM, funding, Accountability Framework for the Treaty Commissioner, and the Government of Canada appointment process

will impact how the Parties move forward in the renewal of Treaty Commissions. Timing will be critical if we are to jointly reach an agreement by March 31, 2017.

## Linkages to First Nation Communities

A key responsibility associated with AMC’s coordination, facilitation and communication includes:

- Working with the Council of Elders and participation at key gatherings or meetings.
- Ensuring the Chiefs Task Force is informed of TRCM activities.
- Updates and reports continue to be conveyed through AMC two annual publications, Ogimaakaan and the Annual Report.

In addition, the Treaty Commissioner provides updates to the AMC Executive on a biannual basis and annually to the Chiefs-in-Assembly with the tabling of the TRCM Annual Report.

## Status of Activities

AMC Council of Elders The Elders meets on a quarterly basis; they provide guidance and assistance to the AMC staff, leadership and the TRCM. Meetings are coordinated in synergy with TRCM. The Elders Council consists of a nine member Council. The main purpose of the Council of Elders is to provide advice and guidance to the AMC Leadership and Treaty Commissioner and staff.

Throughout the year, the Elders participated in meetings to assist the Leadership, Treaty Commissioner and staff of AMC and TRCM. Although we were faced with limited funding, the Elders continued to have a presence at the following key meetings:

- AMC 27th Annual General Assembly – July 2015 at OCN with a key role of Elders in traditional protocols, Pipe Ceremonies, Morning Prayers, Blessing of the Food. The Elders were also available through the four days to provide advice to Chiefs, staff and other First Nation citizens. The Elders included Elmer Courchene, D’Arcy Linklater and William Lathlin;
- AMC Executive Council of Chiefs Meetings

– the lead Elder is Elmer Courchene;

- AMC General Assembly – March & June 2016 with Elder Courchene as the Lead Elder; Elders’ Harry Bone and D’Arcy Linklater were also in attendance;
- AFN Special Chiefs Assemblies and Executive Meetings with Elder Courchene attending as the Lead Elder;
- AMC Chiefs Committees – Education, Treaties with Elder Harry Bone participating;
- TRCM-Manitoba Museum Ceremony honoring museum Treaty Exhibit artifacts & Tour;
- Truth & Reconciliation Commission of Canada Live Report & Walk;
- Coalition Meetings on MMIWG hosted by AMC;
- Chiefs of Ontario, Regional Chief traditional election hosted by Treaty 3;
- Citizenship Ceremony hosted by the Province of Manitoba;
- Canadian Multiculturalism Day hosted by the Province of Manitoba;
- Families First Foundation;
- Tea & Bannock hosted by the Manitoba Indigenous Education Culture Centre;
- Meet & Greet with Mayor Brian Bowman;
- Meet & Greet with Lt. Governor of Manitoba Janice Filmon;
- National Anti Racism Summit hosted by the City of Winnipeg;
- Canadian Museum for Human Rights – Indigenous Content;
- Community Engagement Framework hosted by Nanaandawegimig-Healing Place/FNHSSM;
- National Energy Board Line 3 Replacement Program Elders meetings (for further information see Elders Message)
- AMC-TRCM Manitoba Treaties Oral History Project – Volume 4;
- TRCM general operations, Treaty Education Initiative and Speakers Bureau;
- Lifting Up our Children Gathering hosted by AMC; and

- Road to Niagara.
- The quarterly Council of Elders meetings occurred on September 22-25, 2015, December 1-2, 2015 and March 16-17, 2016. The Environmental Sub-committee meetings were held on July 2-3, July 25-26, September 19, October 17-18, November 21-22, November 28, November 30, & Dec 7, 2015 (see the Elders Message for the Ogichi Tibakonigaywin, Kihche'Othasowewin, Tako Wakan: The Great Binding Law Statement).

#### **TRCM Governance – Committees**

In accordance with the MOA, AMC participated in the following meetings:

- Technical Working Group: merged into Operation Management Committee by consensus of the partners;
- Operational Management Committee: Conference calls held June 16, October 23, 2015 and January 29, and July 6, 2016;
- Joint Senior Officials: Meeting scheduled for Nov 10 in Ottawa and then rescheduled to December 2, 2015 and March 15, 2016; and
- Other sub-committees include Treaty Education Initiative, Oral History Project – Volume 3 ceremony and book launch held December 1, 2015; and finalizing Volume 4 with a publication date of September 2016; and Atlas Project updates and discussions at OMC (June & October) and JSOC on December, 2015. Discussions between Editors and TRCM are underway to determine next steps.

#### **AMC Communication with INAC**

INAC Headquarters officials assigned to work with AMC and TRCM includes Debra Alivisatos, Suzanne Dorma and Penelope Epp, Manitoba Region. AMC- INAC senior officials held meeting on December 2, 2015, conference call on March 7, 2016, March 14 and July 6, 2016. Other communication and dialogue with INAC occurs by email and telephone.

#### **Communication and Reporting to Manitoba Leadership**

Immediate issues and direction can be filtered through the Grand Chiefs' Office and AMC Executive Council of Chiefs. Annual Reporting is conveyed at the Annual General Assembly.

#### **Renewal Process of the Treaty Commission (TRCM)**

Briefing meetings held with Chiefs Task Force in July and November of 2015 and July 2016.

In reporting to AMC Executive Council of Chiefs and Grand Chief on November 26, 2015 on the Treaty Commissioner's appointment process, by motion, direction was given to do a call for names.

The Chiefs Task Force met on two occasions to discuss the process for Treaty Commissioner including short listing of candidates; a third meeting was scheduled that included interviews.

On March 7, 2016 the Chiefs Task Force reported to the AMC Executive Council of Chiefs and recommended one name as the candidate for Treaty Commissioner. The ECC supported the recommendation and Grand Chief, on March 10, 2016 submitted a letter to Minister Bennett. A Briefing Note was provided to Chiefs Assembly.

The Treaty Partners met on the TRCM Renewal on November 9, December 2, 2015, March 15 and July 7, 2016 to discuss the appointment of a Manitoba Treaty Commissioner. Unfortunately, Privy Council Office has not proceeded with the federal Order In Council appointing a Treaty Commissioner.

#### **AFN Treaty Implementation Process**

AMC continues to monitor AFN Treaty Implementation discussions at their Special Chiefs Assemblies.

#### **National Treaties 1-11 Gathering / National Treaty Alliance**

The National Treaties 1-11 meetings and discussions are attended through GCO. The Western First Nations hosted Treaty Meetings in October and November 2015. The actual National Gathering has not been held since August 2014.

#### **Accomplishments**

- Elder commitment and support to continue to work on the Manitoba Treaties Oral History Project (OHP) Treaty Elders' Teaching Series and the completion of Volume 3 "Dtantu Balai Betl Nahidei – Our Relations to the Newcomers that was published in December 2015 and Volume 4 "Gakina Gidagwii'igoomin Anishinaabewiyang – We Are All Treaty People; This concludes the four volume series of the Treaty Elder's Teachings;
- Elders statement – Ogichi Tibakonigaywin, Kihche'Othasowewin, Tako Wakan: The Great Binding Law; and
- Spiritual guidance on the Road to Niagara Caravan.

#### **Moving Forward**

Treaty Commission Renewal discussions will be the focus from now until March 31, 2017.



Grand Chief Nepinak speaks with Elders at the National Energy Board Line 3 Replacement Program Elders meetings.

# Women, Children, and Families

## Staff

Karen Harper, Community Liaison/Researcher

## Introduction

The well-being of First Nations women is essential to healthy children, families, communities and Nations—addressing issues that hold back the well-being require responses rooted in First Nations self-determination and self-governance. This is the response as identified and guided by the Assembly of Manitoba Chiefs - First Nations Women's Committee (FNWC).

## Key Issues And Challenges

Missing and Murdered Indigenous Women and Girls: follow up on the report

Families First: A Manitoba Indigenous approach to addressing the issue of Missing and Murdered Indigenous Women and Girls

AMC-First Nations Women's Committee supports the activities of the Families First Initiative (for update report please refer to Grand Chief's message).

As per resolution JUL-15.01 endorsement from leadership, AMC continues the work to support and implement the recommendations outlined. Families First is based on the moral imperative that to end this tragedy, progressive action must first and foremost heed the voices of the families.

AMC has maintained its engagement with families to ensure their voices are heard on what they shared in the report. The four (4) main priorities are: to honour their loved ones; immediate actions; public research on systemic long-term issues and creating a family answers process.

Last year, AMC met with 18 families (representing north and south), since then we have been privileged to meet 20 new family members. Families are looking to AMC to be kept informed on the progress of the Families First initiative including the Families First Foundation. They also see AMC and Families First Foundation as a central meeting place to gather and support one another.

On December 8, 2015 Indigenous and Northern Affairs Canada (INAC) announce the first phase of the National Inquiry to address the issue of MMIWG. On August 3, 2016, the Terms of Reference for the national inquiry were released as were the names of the Commissioners. The National Inquiry will run from September 1, 2016 to December 31, 2018. Families have requested the gatherings continue and be updated on the status of the National Inquiry.

Included in the Families First Initiative-MMIWG, is the research project "The Cost of Doing Nothing". AMC has partnered with the University of Manitoba (U of M), Manitoba Research Alliance (MRA) to identify the costs of MMIWG, and if nothing is done, consider the costs to families, government agencies, and society. 18 families participated (representing north and south) and a report was distributed at last year's Assembly. MRA's partial, small-scale exercise to measure costs revealed that at least \$CA 7 million was spent in 2014 in direct expenditures to deal with this issue. MRA has continued to interview families of MMIWG. (please see report attached).

Since November, 2014 AMC has been an integral part of the Coalition on MMIWG, a group representing thirty-six (36) various agencies/organizations (Winnipeg based) and interested individuals have been meeting to help and support families of MMIWG.

AMC has maintained its partnership with the Public Interest Law Centre (PILC). PILC has been instrumental in assisting AMC in researching what past recommendations on MMIWG have been implemented or not.

Families of MMIWG informed AMC the challenges they face when requesting an update from Winnipeg Police Service (WPS) on the investigation of their loved one. PILC has taken the information by families and have identified preventative and immediate actions for the WPS to address MMIWG. AMC and PILC have shared this information at a meeting with the WPS Deputy Chief on July 4, 2016.

On April 19, 2016, the Progressive Conservative (PC) party became the new provincial government. On July 26, 2016 Chief Francine Meeches, AMC staff and President of the Families First Foundation, Hilda Anderson-Pyrz met with Minister Eileen Clarke, Indigenous and Municipal Relations to provide the Minister with information on Families First MMIWG initiative and the Families First Foundation. Proposed potential immediate actions for Manitoba to consider:

- Entering into a memorandum of understanding that commits to share information and work together on the issue of MMIWG;
- Have a representative from the province of Manitoba be appointed to the Families First Foundation board of directors; and
- Work together with AMC and the Families First Foundation to continue some of the previous initiatives of Manitoba with MMIWG families (i.e.: Wiping Away the Tears, the annual December dinner for MMIWG families).

Human Trafficking: Our Circle to Protect Sacred Lives: Manitoba First Nations responding to human trafficking of Women and Girls – Phase II

Last year AMC was successful to secure funding for Phase II. As in Phase I (2013-2014), the purpose for Phase II is to build awareness and education to assist Manitoba First Nations in developing community protection plans based on cultural and community strengths to take action on this issue.

As in Phase I, AMC partnered with the Tribal Council territories Health departments, the Province of Manitoba Family Services/Sexual Exploitation Unit/Child Protection Branch including the Province's Regional Sexual Exploitation Teams, and the RCMP "D" Division, Exploited Persons Proactive Strategy (EPPS) Unit.

Two day workshops were held in Tribal Council territories not reached in Phase I:

- Interlake Reserves (IRTC), February 17 & 18/16 (Winnipeg);

- Swampy Cree (SCTC), March 1 & 2/16, (OCN, The Pas);
- Southeast Resource Development (SERDC), March 22 & 23/16, (Brokenhead Ojibway Nation); and
- Island Lake (Garden Hill First Nation); June 1 & 2/16. It is the hope of AMC to bring the workshop to Wasagamack First Nation in the near future.

A total of 82 participants from 24 First Nation communities including 17 youth representatives and 6 representatives from the Provincial Sexual Exploitation Teams attended and participated at the workshops. This provided the opportunity to build upon existing relationships and build new ones.

An Advisory Working Group Committee comprised of experiential survivors and AMC youth representatives was struck to develop an awareness campaign including critical resources that will compliment the Community Protection Plan workbook.

#### Status of Activities

AMC staff has attended, presented and provided administrative assistance at various meetings, conferences and events throughout the 2015-2016 fiscal year:

- Community Liaison/Researcher, Karen Harper assists the Families First Foundation, Board of Directors by recording meeting notes.
- Presented Our Circle to Protect Sacred Lives: Manitoba First Nations responding to human trafficking of Women & Girls project to 75 participants at the March 9, 2016 Circling Buffalo, Manitoba Family Violence Prevention Program "Educating and Encouraging Health Relationships in First Nation Children & Youth Conference".
- Assisted Blanket Dance, Families First Foundation Fundraiser held June 20, 2015 with 300 people in attendance and \$5,000 raised.
- Co-presented with Joelle Pastora Sala, Public Interest Law Centre, Families First: A Manitoba Indigenous approach to addressing the issue of Missing and Murdered Indigenous Women and Girls/ Families First Foundation at Aboriginal Youth Opportunities (AYO), "Meet Me at

The Bell Tower" (Winnipeg) on October 16, 2015, 40 people attended.

- Co-presented with Joelle Pastora Sala, Public Interest Law Centre, Families First MMIWG Initiative/Families First Foundation at Aboriginal Youth Opportunities (AYO), Politix Brain Storm, October 24, 2015, 20 people attended.
- "Forever in Our Hearts", seasonal pancake breakfast Fundraiser for Families First Foundation co-hosted with Ma Mawi Wi Chi Itata Centre and Winnipeg Police Service on December 3, 2015, with 400 people in attendance and raised approximately \$9,000.

#### Linkage to First Nation Communities

Linkage to First Nations are through the membership of the First Nations Women's Committee, that consists of:

- Chief Stephanie Blackbird, O-Chi-Chak-Ko-Sipi First Nation
- Chief Viola Eastman, Canupawakpa Dakota Nation
- Chief Betsy Kennedy, War Lake First Nation
- Chief Sharon Mason, Wasagamack First Nation

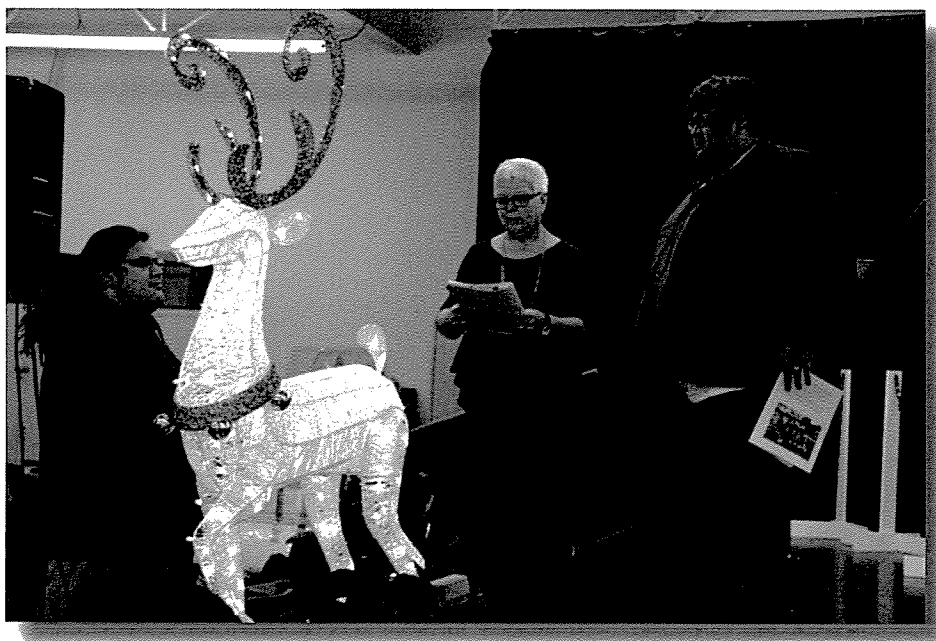
- Chief Francine Meeches (Chairperson), Swan Lake First Nation
- Chief Cathy Merrick, Pimicikamak Cree Nation
- Chief Cindy Spence, Peguis First Nation
- Chief Marie A. Wood, St. Theresa Point First Nation

#### Accomplishments

Two major accomplishments for 2015-2016 fiscal year are:

Our Circle to Protect Sacred Lives: Manitoba First Nations responding to human trafficking of Women and Girls Project Facilitated 2 day workshop to 82 First Nations front-line support workers in developing Community Protection Plan for safety of women and girls.

Families First: A Manitoba Indigenous Approach to Addressing the issue of Missing and Murdered Indigenous Women and Girls initiative. AMC continues to follow up on the recommendations for action on this issue, advocating with the Province of Manitoba, Canada, and encouraging the newly appointed Commissioners on the Nation Inquiry to follow many of the recommendations, and facilitating ongoing meetings of MMIWG families.



R-L: Gord Petruic, Emcee and Karen Harper, AMC & member of the Ndwaine Youth POWWOW group at "Forever In Hearts", seasonal pancake breakfast fundraiser, December 3, 2015.



## Abinoojiyag Bigiiwewag First Nations Families Advocate Office

### Staff

Cora Morgan, First Nation Family Advocate

Kyra Wilson, Assistant First Nation Family Advocate

Sabrina Casarez, Family Engagement Worker

Hilda Anderson-Pyrz, Special Projects Coordinator

### Introduction

The creation of a First Nation Families Advocate Office was one of the recommendations in the report *Bringing Our Children Home* that was supported and endorsed in June 2014 by the AMC Chiefs in Assembly. The reason for the creation of such an Office was to deal immediately with requests for advocacy that the First Nation leaders and organizations were receiving from First Nation families.

On June 1, 2015, the First Nations Families Advocate Office was established in ceremony and was given the name Abinoojiyag Bigiiwewag. The name was given in the lodge and was blessed with the opening of the Office. It was important for the Office to begin this way, as it is vital to be balanced and grounded with the ceremonial practices of Indigenous ways.

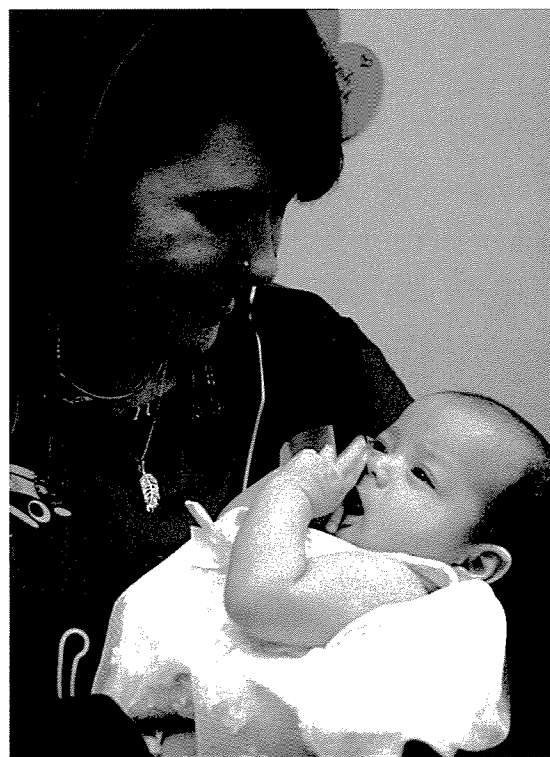
### Key Issues And Challenges

As a First Nation designed and controlled initiative, Abinoojiyag Bigiiwewag does not take federal or provincial funding to advocate for families. This allows us to question the federal and provincial governments without having to follow their funding requirements. That said, while the Office continues to work on challenging the system with new ways of working with families, additional resources are needed to meet demand.

The First Nations Family Advocate Office requires additional human resources to better serve our families and manage the high flow of families accessing support. There are specific roles that are needed to address issues faced with children who have aged out of the system, repatriation of young adults in search of their family, cultural staff that could work with parents on healing and healthy living and family of MMIWG who are working to get children out of the system.

Many CFS agencies will not allow families to access supports and advocacy. They will not share information with families and families are penalized for accessing supports. There is very limited transparency and accountability for agencies working with families.

A further challenge is dealing with some bureaucrats within the CFS system whom continue to perpetuate the status quo and focus and promote apprehension over bringing our children home, promoting reconciliation, and working together to develop our own First Nation controlled child and family services system.



First Nation Family Advocate Cora Morgan visiting with a young guest during the FNFAO Open House 1 year anniversary celebration.

## Linkages To First Nations Communities

Abinoojiyag Bigiiwewag invited First Nation community members to join in the opening of the Office with a community feast at the Thunderbird House. The invite included media to showcase the opening of the Office and the services that the Office will provide to First Nation families. With the celebration of the first year anniversary of the establishment of the Office, Abinoojiyag Bigiiwewag invited First Nations community members, government and other representatives.

Individual First Nation citizens in Manitoba and across Turtle Island continue to support the Office by preparing sacred items for families involved in the child welfare system in Manitoba. The items are gifted the Office to provide to Manitoba First Nations children and families.

The Office created a new logo for branding purposes, along with printed materials. It also developed a website and a social media campaign to provide more information to First Nations community members through Facebook and Twitter accounts.

From March 29-31, 2016, Abinoojiyag Bigiiwewag organized a conference "Lifting Up Children Forum" for First Nations community members and others from across Turtle Island to discuss the issues that our children face when their families are involved with child and family services. The forum was organized to hear the perspectives of youth and elders about how the system is damaging and how it can be changed. A report was published with the findings of the forum and is a public document that can be accessed by anyone. It can be found online at [www.firstnationfamily-advocateOffice.com](http://www.firstnationfamily-advocateOffice.com)

## Status Of Activities

Since opening, Abinoojiyag Bigiiwewag has provided advocacy and support for 446 families, and assisted with almost 60 children being returned home and leaving the system. This does not reflect the number of children in care that are placed in kinship homes.

The Office receives a high number of calls for advocacy it is estimated the Office receives 1200 calls on a monthly basis. The advocacy and support needed in Manitoba for First Nations families remains high.

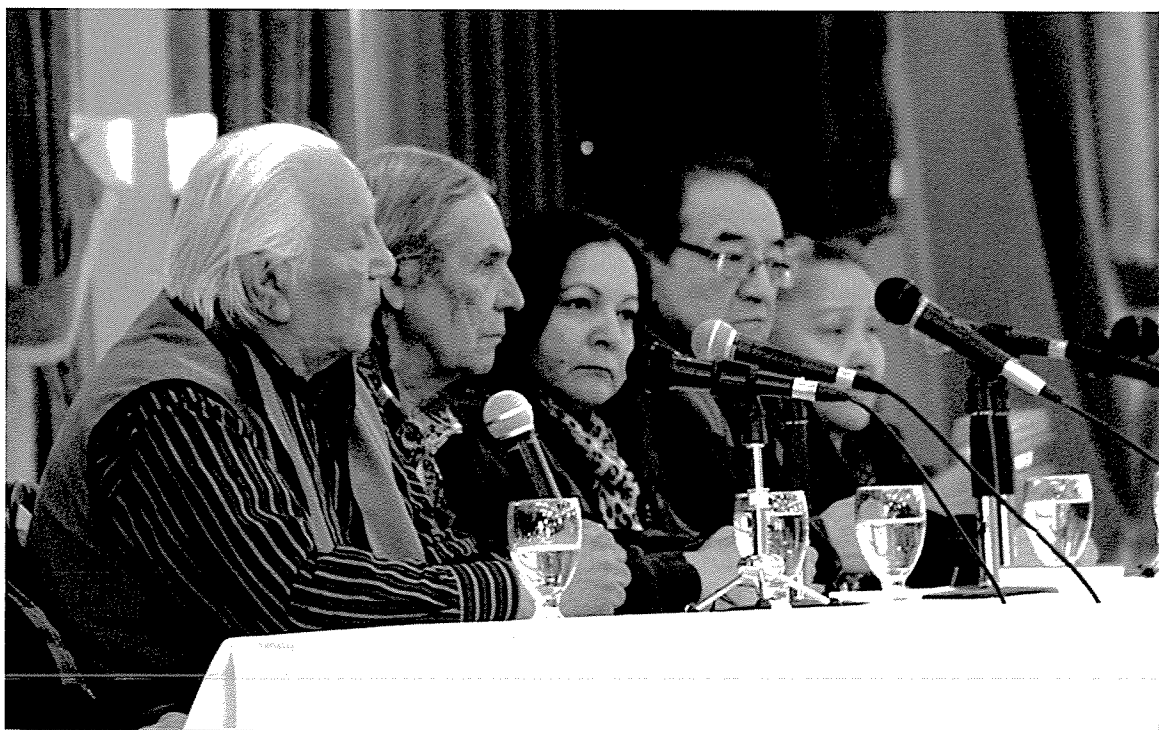
The more knowledge families have regarding the child welfare system, the better for the greater community. With the amount of families coming forward requesting services from the Office, we identified the need to develop an orientation session to provide more information to families before receiving an intake with our Office. These orientation sessions are ongoing, and scheduled for every two weeks.



FNFAO Rally to raise awareness on amount of children in care in Manitoba.



Catherine Whitecloud providing Grandmother Teachings at the Turtle Lodge in Sagkeeng.



Elder panel at Lifting Up Children Forum hosted by FNFAO. L-R: Elmer Courchene, Wally Swain, Mary Maytwayashing, Dennis Whitebird, Linda Shewchuk.

Currently, the Office is working on a strategic plan for the Office. We are also working on developing a traditional parenting program, a support group for individuals who have aged out of care, and different tools to assess families that are involved with child and family services.

## Accomplishments

### Development of Toolkits:

- **Know Your Rights:** Families in Manitoba are fearful of the child welfare system due to the lack of knowledge and confusion placed within the system. Our Office has completed a "Know Your Rights" toolkit to provide to our families that are struggling to understand the child welfare system.
- **Birth Alert:** It is the understanding of the work within the Office that newborn babies are continually, at high rates, apprehended from birth at the hospital. Mothers are not given the right information to prevent apprehensions therefore Abinoojiyag Bigiiwewag has completed a "Birth Alert toolkit" to provide to pregnant mothers to prevent the apprehension of their children at birth. The toolkit gives them information on how to advocate for themselves if they believe that their unborn children are at risk of being apprehended at birth.



FNFAO staff at Aboriginal Day Live at The Forks.

L-R: Kyra Wilson, Alec Morgan, Cora Morgan, Sabrina Casarez.

### Building Awareness:

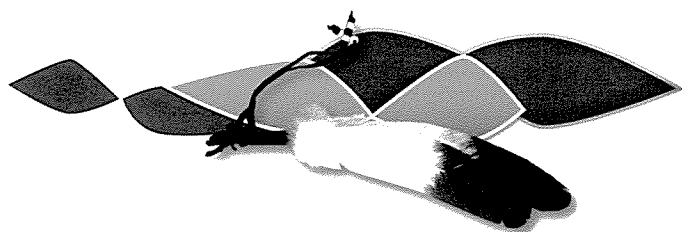
- **Awareness Walk:** It is important for the greater community to understand the plight First Nations people and their experiences with the child welfare system. With a high representation of First Nations children in the child welfare system in Manitoba, the Office invited the community to join in on a walk to bring awareness to the child welfare system on September 12, 2015.

- **Fasting for Our Children:** A group of six women decided to fast for the children that are intertwined in the child welfare system. The Office organized the fast that was situated outside of the Manitoba Legislative building. People from many different backgrounds came to support Abinoojiyag Bigiiwewag during the fast September 21-24, 2015.
- **AMC Pavilion at APTN's Aboriginal Day Live at The Forks:** On June 25, 2016 the Office had a booth at the AMC Pavilion to inform First Nation families of the services we provide.

### International Advocacy:

- **United Nations Headquarters, New York:** In March 2016 the Office attended at the 60th session of the United Nations Commission on the Status of Women. Abinoojiyag Bigiiwewag was invited to present and share the issues that Manitoba First Nation children face in care. The presentation focused on how damaging the system is and the need for immediate change.

*Abinoojiyag Bigiiwewag has completed a 'Birth Alert toolkit' to provide to pregnant mothers to prevent the apprehension of their children at birth. The toolkit gives them information on how to advocate for themselves if they believe that their unborn children are at risk of being apprehended at birth.*



# Youth Secretariat

## Staff

Carla Cochrane

## Introduction

The Youth Secretariat aims at providing opportunities for First Nations youth to share their views and to get them involved with activities. It also increase youth involvement within AMC with different programs and events. The Youth Secretariat also works with the First Nations Youth Advisory, with communities, different organizations, offers training and hosts events.

## Key Issues and Challenges

Core funding to the Youth Secretariat is the biggest challenge. It continues to operate on a proposal based projects. The main source of current funding is through Health Canada and geared towards Youth Suicide Prevention. Last year this funding became part of 'A' based funding so it has become consistent.

Finding funds to support staff growth is a challenge. There are funding opportunities available but they either require a charitable number or are project based with no staff dollars.

One consistent challenge that is heard from First Nation communities is the flow of information to youth. Information is sent to all communities, posted on social media and sent out to our network, but it is still not being shared directly with youth in communities.

## Linkage to First Nation Communities

The Youth Secretariat mainly uses social media to reach out to youth and communities along with emails and faxes. It has a large network, with workers from various regions and communities in the province. This network is used to relay messages to First Nation communities.

Other ways of communication include:

- Youth Network base - The Youth Secretariat has a network of youth which is made up of youth who attended gatherings, the First Nations Youth Advisory and other youth and people who work with youth from other projects.
- Events - The majority of our events are hosted directly within First Nation Communities. The First Nations Youth Advisory determines the location of these events, with consideration to funds available and accessibility can sometimes play a role. These events are free and are changed to different locations to ensure accessibility for youth.
- Enquiries and direct contact - The Youth Secretariat provides assistance when contacted by a community or organization in regards to youth. The Youth Secretariat also connects with various individuals within the communities to carry out activities or to engage communities to be involved within different opportunities.

## Status of Activities

First Nations Youth Advisory - The Youth Secretariat has a new Youth Advisory made up of youth 18-25 years of age. These youth provide advice to the Youth Secretariat and will provide advice to programs under Assembly of Manitoba Chiefs. These youth leaders are working towards change, empowering and inspiring other First Nations youth and from across Manitoba.

In the region, there are two National Youth Representatives who represent Manitoba on a national level through the AFN National Youth Council.

Youth Health and Wellness - The Youth Health and Wellness Strategy looks at a variety of areas of training for youth, front-line workers, hosting youth events, getting youth involved, providing opportunities to



connect with culture and tradition amongst many other areas. This area was formerly known as the Youth Suicide Prevention. The goal is to strengthen our communities by using a strengths based approach based on protective factors.

CEPS Youth Leadership Development - the Youth Secretariat offers workshops based on the CEPS (Culture, Economic, Political, and Social) Youth Leadership curriculum with various youth and organizations. Sessions were delivered as requested by organizer. Train the Trainer sessions were held to work with youth and people working with youth to deliver the curriculum. CEPS focuses on personal development, empowerment, leadership, community development and increased knowledge in culture, economics, political and social areas. The goal is increase mental health promotion and resiliency within First Nations communities.

Applied Suicide Intervention Skills Training - Various training sessions were held in partnership with communities and organizations to train individuals on how to intervene when someone is having thoughts of suicide. The delivery of ASIST through the Youth Secretariat provides a First Nations perspective which includes history and culture. During the ASIST, seeds are planted to think about protocol, asset mapping and suicide prevention/promotion of life programs.

Little Cub Training - This one day training focuses on prevention, intervention and discussion with First Nations, Inuit and Métis children 12 years and younger.

Post Secondary Workshops - Two different workshops have been developed and delivered within a post secondary setting which focuses on Strengthening our Peoples (Suicide Prevention) and Suicide Prevention/Promotion of Life within First Nations communities. Sessions have been delivered within certain faculties with the University of Manitoba and with the Red River College.

Healthy Outlets - This session focuses on empowering youth and recognizing what their strengths are. This is a positive approach to suicide prevention. Sessions have been held with various youth groups which get youth to look at some of the difficult situations that they might face and how they react. They learn positive ways to respond and identify resources they can connect with.

"Suicide - signs, the helper and resources" - a session geared towards front line workers which focuses on signs, the helper and resources.

Committee Representation - Having a First Nations perspective is important in the area of Youth Health and Wellness the following are a list of involvement with various committees:

- Children's Inquest Review Committee- Office of the Chief Medical Examiner;
- Winnipeg Suicide Prevention Network;
- Manitoba First Nations Wellness Advisory Committee- First Nations Inuit Health Branch;
- Research Review Committee- Aboriginal Youth Living with HIV: from diagnosis to learning to manage their lives;
- Partners for Engagement & Knowledge Exchange- Committee
- Co-lead on the Suicide Prevention pillar
- Emergency Department Violence Intervention Program (EDVIP) Advisory Committee;

- Next Up Youth Leadership Program Advisory and Selection Committee;
- Observer on the Applied Suicide Intervention Skills Training (ASIST) Evaluation Implementation Committee; and
- Manitoba Advisory Team for HIV Community Based Research.

Research Study - Aboriginal Youth Living with HIV: From diagnosis to managing their lives - Based on the direction from the youth, AMC Youth Secretariat continued the involvement in the area of Healthy Sexuality. The Youth Coordinator completed the role of the Research Coordinator with a study geared towards youth between 15 to 30 years of age to look at their journey and to gain a better understanding on how programs and services can be improved or added when working with youth who are living with HIV.

Traditional Youth Gathering - The Traditional Youth Gathering is held annually to bring together youth from across Manitoba to learn from Knowledge Keepers and to connect with culture, traditions and personal development. This past year the gathering was held August 30th to September 1st in Sagkeeng First Nation. Approximately 80-90 youth/chaperones attended the event.

Sessions includes medicine picking/teachings, Pow Wow 101, Beading, Medicine Pouch Making, Body Image, Drugs and Alcohol Awareness, Healthy Outlets, Managing your Emotions, Working Together, How to fillet a fish, Hand drum singing, Smudge bowl making, Way of life teachings and History of two-spirited people.

Our other activities included a Cultural Demonstration, Challenge Factor, Games, Bingo in Anishinaabe, Spirit Fusion: Letting Go with the Seven Sacred Teachings (Yoga) and a jigging contest. The youth had the opportunity to visit the Turtle Lodge and take part in ceremony on-site including a chance for youth to go into a sweat lodge.

Knowledge/Information Sharing - In addition to workshops, information is also shared at conferences and through Webinars. In partnership with the First Nations Health and Social Secretariat of Manitoba and St. Elizabeth, a webinar was done which focused on Strengthening our

People. It focused on the chapter co-authored by staff under AMC in the book called, "Inviting Hope".

An avenue was also created to highlight practices from other programs in the region through PEKE. As most of our regions are not published, the Suicide Prevention committee thought it would be great to start promoting the wonderful work of what are colleagues are doing in the area of Suicide Prevention.

Working with communities - The Youth Secretariat works with various communities and organization in the area of Youth Health and Wellness or area relating to First Nations youth.

### **Accomplishments**

Here is a list of some of the accomplishments during the 2015/2016 year:

#### *Traditional Youth Gathering*

- 80-90 youth attended the 3 day event in Sagkeeng First Nation.

#### *Workshops and Speaking Engagements*

- CEPS Youth Leadership Development Train the Trainer and Workshops—approximately 125 youth and people who work with youth attended
- Healthy Outlets—approximately 215 youth participated
- Applied Suicide Intervention Skills Training—18 sessions completed with 12 communities, 3 organizations with approximately 250 individuals trained
- Post Secondary Workshops—approximately 50 students attended
- Little Cub Training—approximately 12 trained
- PEKE Webinar-Strengthening our Communities—approximately 50 attended
- Suicide-Signs, the Helper and Resources—approximately 20 attended



## Committees

- Nominated as the co-chair for the Manitoba First Nations Wellness Advisory Committee.
- As part of the MFNWAC, held a logo contest to represent the committee and did a workshop with people in attendance at the Brighter Futures/Building Healthier Communities conference; total completion of Skills Assessment surveys was 219.
- Assisted with the initial planning for the World Suicide Prevention Day in Winnipeg MB through the Winnipeg Suicide Prevention Network
- Completed working with the Research Review Committee- Aboriginal Youth Living with HIV: from diagnosis to learning to manage their lives. Study should be finished soon.
- Provided advice and helped select the participants for the Next Up Youth Leadership Program.
- Through the Emergency Department Violence Intervention Program (EDVIP) Advisory Committee, noted as co-author in research papers.

## Other Areas

- Participated in the evaluation of FNIHB's Mental Wellness Program- An evaluation through FNIHB was done with an external contractor to gain feedback on their Mental Wellness Programs. Youth Secretariat along with the direction from other staff from within AMC provided responses to this evaluation.
- Voted in as the Chair of the Manitoba First Nations Wellness Advisory Committee

- Assisted in facilitating a partnership with a First Nations community and group of High School students to host a youth exchange within the community.
- Attended the Manitoba First Nations Knowledge Keepers Workshop on Intellectual Property
- Participated in Creating a Collective Impact HIV Network in Manitoba
- Participated as a Manitoba representative for the AFN Focus Group on Voting in the Federal Election
- Attended Brighter Futures/Building Healthier Communities Conference
- Assisted and attended at the EUTC Service Provider Forum on Disabilities
- Participated in the one day Sexual Assault Knowledge Exchange
- Attended the ONE: Mayor's National Summit on Racial Inclusion

## Strengthening our People- Manitoba Region

### Community Action in Suicide Prevention

### Island Lake Area



The Island Lake area is located in East Central Manitoba and is made up of the following First Nations- St. Theresa Point, Garden Hill, Wasagamack and Red Sucker Lake. The team from Four Arrows Regional Health Authority works in Island Lake to offer activities for youth through the National Aboriginal Youth Suicide Prevention Strategy (NAYSPS) fund. There are 3 funded communities out of the 4 in the area.

The communities are remote fly-in with winter accessibility. To get from one community to another the waterways are used. One of the goals of this program is to have cross community interaction for youth to visit neighbouring First Nations.

Here is a list of activities that they have done in each funded community

In St. Theresa Point:

- leather mitt making seminars
- beading workshops
- planning anti bullying and suicide prevention presentations

in the schools.

- sport tournaments. I.e. Basketball Draft Tournament.
- Held a scavenger hunt on the island. Prize was return airfare. The goal was to get community active and involved. Clues were given out on social media.

In Garden Hill:

- soccer skills and coaching training
- anti- bullying workshop week.
- a hallway dance in partnership with the school
- Working closely with various initiatives in the Health Department.
- Participated in a Northern Leadership Recreation and Wellness Conference attended by Northern workers to share information for local recreation and funding opportunities.

- Received Balancing Hook Training by Lotteries Manitoba to share information on problem gambling
- Received PTSM (Post Traumatic

Stress Management) & PFA (Psychological First Aid) Training.

- Helped plan a Super Hero Day. This day of action was to stand up for awareness for Mental Health Day, National Bullying Awareness Month and eating healthy. Partnerships were developed with the Child Wellness Program, Nutrition North Program and Family Enhancement Program. The superheroes handed out healthy snacks at the school and took pictures with each class. The youth dressed in orange to stand up against bullying.

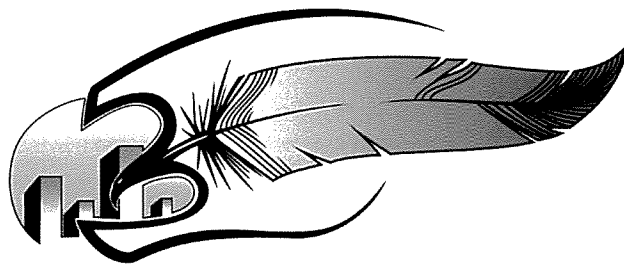
In Wasagamack:

- sewing workshops
- partnered with the local health team and took part in the Health Fair.
- hosted a Halloween Decorating party at the school. The class prize was a pizza party and prizes were awarded for best dressed at the Halloween bash.
- Held Safety presentations and anti-bullying messaging.
- offered after school sports twice a week.
- Chief and Council held a meeting with youth to have their voice heard. NAYSPS worker took part. Youth voiced the need for traditional activities, more sports, and prevention on substance abuse.
- Involvement with the CFS Family Enhancement to work more closely together to help the youth in the program.

In the region NAYSPS started an annual hockey school based on fundraising by youth. Last year and this year they partnered with Reggie Leach.

Partners for Engagement and Knowledge Exchange (PEKE) Knowledge Team & AMC Youth Secretariat

January 2016



# EAGLE Urban Transition Centre (EUTC) & the Eagle's Nest Project for Indigenous Youth

## Staff

Natalie Ballentyne, Interim Program Manager  
 Carrie Anderson, Client Intake & Resource Coordinator  
 Sydney Bee, Youth Housing Transition Support  
 Patrick Berthelette, Disabilities Counselor  
 Marcel Boulanger, Adult Housing Counselor  
 Carla Cochrane, Regional Youth Coordinator  
 Paywapan Colomb, Youth Housing Counselor  
 Malcolm Cook, HPS Team Lead Service Coordinator  
 Darlene Curci, Special Needs Advocate (Adult & Children)  
 Ann Denechezhe, Computer Instructor/Admin. Support  
 Cheryle Dreaver, Program Assistant – AMC/WRHA  
 Kevin Fontaine, Patient Advocate Manager – AMC/WRHA  
 Christina Keeper, Follow up Support – Fresh Start  
 Jody Lake, Follow Up Support – Fresh Start  
 Darlene Littlejohn, Office Manager / Housing Coordinator  
 Ryan McKay, Special Needs Advocate (Adult & Children)  
 Barry McPherson, Manufacturing Transition Coordinator  
 Valerie Olson, Patient Navigator – AMC/WRHA  
 Rosalie Ouskan, Patient Navigator – AMC/WRHA  
 Chris Prince, Addictions/Mental Health/Housing Counselor  
 Tyrone Schroeder, Project Coordinator – Eagles Nest  
 Sandra Starr, Project Coordinator – Eagles Nest  
 Tannis Whitford, Employment & Training Transition Counselor

## Introduction

It is our pleasure to provide our community members, leaders, Elders, youth and interested readers with an overview and update on the Eagle Urban Transition Centre and the Eagle's Nest Project for Indigenous Youth. The resources we offer are intended to provide added support to Indigenous people living in or that are new to the City of Winnipeg.

The need to establish an "Urban Resource Centre for First Nations people" such as the EUTC was a recommendation from the Chiefs of Manitoba dating back to 2004 and many years prior by the First Nations Confederacy in the 1980's. First Nation leaders voiced concerns of their community members living and relocating to Winnipeg, concerns such as; housing, addictions, crime, unemployment, education, discrimination and overall lack of supports. In 2004, the AMC in partnership with the Institute of Urban Studies researched the topic First Nations mobility and identified the need to support the establishment an "Urban First Nation Resource Centre".

In 2005 we received funds to begin providing services, and in that first year, we had over 700 clients with three staff employed. Since we opened our doors, we have experienced substantial growth in response to the over-whelming need for accessible supports not available from other resources.

## Status of Activities

In the 2015/2016 year the EUTC recorded nearly 17,500 people as walk-in clients and the Eagle's Nest received more than 200 applications for 75 available spots. Collectively, the EUTC and the Eagle's Nest provide transitional supports to urban First Nation Adults, Youth, Elders and their families.

The best way to describe the EUTC is that we function as a "compass" for individuals in transition who need assistance finding the most appropriate resources for their individual circumstances. We offer 100% Aboriginal Staff, current resources and a client friendly atmosphere. Our job is to help our clients by listening and understanding their circumstances and providing non-judgmental support. As a client resource, it is also very important that we build a trusting and respectful relationship. The EUTC has built valued partnerships with existing Aboriginal and non-Aboriginal organizations operating in Winnipeg, building partnerships and getting to know other service providers benefits our organization and most importantly our clients.

A summary of the supports we provide to Indigenous people coming to our office include the following resources:

- Referrals to housing resources, emergency shelters and food banks;
- Counseling and referrals to treat addictions;
- Advice and referrals to justice related matters;
- Advice and referrals with respect to health related matters;
- Access and referrals to employment and training service organizations (resume writing, interview skills, job search techniques);
- Access to Elders and traditional/spiritual healing;
- Access to on-site resources; telephone, internet, resource library, etc.;
- Referral and access to youth programs and resources;
- Advocacy with respect to employment, education, justice, family, housing related issues; and
- Hosting the Annual Urban Aboriginal Service Provider Forum.



In addition to the aforementioned activities, the EUTC continues to operate the Eagle's Nest Project as a resource for Indigenous youth who are out-of-school and unemployed. The Eagle's Nest project activities are delivered at the St. John's Leisure Centre at 601 Aikins Avenue in Winnipeg's North End. The City of Winnipeg has been a tremendous supporter contributing to the success of the Eagle's Nest. This project offers a safe environment, Monday to Friday programming, supportive staff, daily nutrition, cultural education and an abundance of developmental opportunities. The objective of the Eagle's Nest is to assist 75 Aboriginal Youth annually toward personal and professional goals that will ultimately see them gain the confidence to return to school or obtain employment. Eagle's Nest activities include presentations, workshops and activities such as:

- Food handler certification level 1
- Non-violent crisis intervention
- Volunteer experience
- Goal setting and PATH Workshop
- Portfolio development
- Sports and recreation
- Access to computers and the internet
- Cooking classes and Nutrition
- Healthy lifestyles and Addictions awareness
- Individual counseling
- Resume writing, interview skills and education tours
- Literacy, group reading and public speaking
- Cultural awareness, teachings and ceremonies; sweat lodge, sharing circles, medicine wheel, medicine gathering, wild game preparation, drumming/singing, crafts, language, etc.

Today in terms of staffing, the EUTC and the Eagle's Nest employs 23 Indigenous staff in a variety of municipally, provincially and federally funded programs such as our Homelessness/Housing Programs – Fresh Start & New Beginnings; our Special Needs Advocate unit that works with children and adults with special medical needs both on and off reserve; our Patient Advocate Unit that houses staff that help Indigenous patients navigate the health care system within the Winnipeg

Regional Health Authority; our Disabilities Initiative Coordinator that works with our disabled clients; and our Employment and Training Counselor who helps our clients find training, education and employment opportunities. All of our staff has the life experiences and skills that contribute to their effectiveness in their respective roles.

### Key Issues and Challenges

In the 2015/2016 fiscal year, the EUTC and the Eagle's Nest received 11 separate contribution agreements totaling an estimated \$1.3million, 100% of EUTC and the Eagles Nest funding is accessed through proposals supporting individual projects. Although, the EUTC and the Eagles Nest provide valuable, needed and effective resources for urban Indigenous citizens we are continually reliant on project funding and government support. Accessing funding to support resources, staffing and organizational expense is an on-going challenge.

On-going and sustainable funding is the main challenge at EUTC, as financial resources are crucial to the operations if the EUTC is to remain a reliable and effective resource. The EUTC is reliant entirely on proposal writing and receives a tremendous amount of in-kind support from the Assembly of Manitoba Chiefs Secretariat and lobbying from the Grand Chiefs Office. Financial uncertainty places strains on staffing, programming and limits organizational planning. The EUTC has plans to incorporate but this is difficult to do with time limited resources and relying on proposal submissions with funds that are not guaranteed or are secured late in the fiscal year.

High client caseloads and increasing client volume are adding to the new challenges of EUTC as a resource. On average, 35 – 40 clients attend the EUTC daily with office with a multitude of complex needs. This means a majority of EUTC staff have a caseload of anywhere from 50-100 clients. Although the EUTC is somewhat hidden in downtown Winnipeg and does not have a marketing strategy, word of mouth and networking have greatly contributed to high client volume.

A common and growing challenge experienced by the clients attending the EUTC and other urban Aboriginal organizations is access to safe affordable housing. Winnipeg's housing and rental market is very competitive and limited, leaving the most vulnerable people with the fewest options. Racism and discrimination are also frequent barriers to housing, employment, training, education, sports, etc.

The above challenges require collective action and development of longer term strategies from First Nation leadership, government and urban Aboriginal organizations. The various levels of government need to invest resources in sustainable programming to address the challenges of urban migration and transitional supports lead by First Nations. A healthier and self-sufficient First Nation community is our collective vision.



EUTC Staff Outing

# AMC/WRHA Patient Advocate Unit

## Staff

Kevin Fontaine, Patient Advocate Manager

Rosalie Ouskan, Patient Navigator

Val Olson, Patient Navigator

Cheryle Dreaver, Program Assistant

## Introduction

The AMC Patient Advocate Unit (PAU) and the Winnipeg Regional Health Authority (WRHA) continue to work collaboratively in providing the most efficient and patient-centered service delivery in order to address the diverse range of health care issues faced by First Nation patients. The AMC/PAU Patient Navigator staff work with the WRHA Aboriginal Health Services Program in order to enhance coordination of patient care with the WRHS, external Regional Health Authorities and First Nation communities where required. Extensive collaboration and ongoing communication with First Nation communities with the various WRHA staff from various departments is essential in order to ensure quality service and the medical needs of First Nations are being met. The PAU is the site of Canada's only patient advocacy/support organization for First Nations people, assisting clients both in-hospital and as out-patients in the community.

This fiscal year the AMC participated in a Joint Review of the Patient Advocate Unit that was conducted by Deloitte Inc. to evaluate the current operations of the PAU in order to strengthen its capacity to meet the goals, objectives and expectations of First Nations clients and communities and the WRHA as the funding organization.

This review undertook the following framework:

1. Communication and Relationships: this includes communication between WRHA Aboriginal Health Programs as the main accountability partner and as a referring organization as well as other organizations as needed to promote the services of the PAU and meet client needs.
2. Governance, Leadership and Management: assessing how the current structures operate to support the functions of the PAU.
3. Activity Reporting: assessing both the services that have been provided according to the current format of activity reporting and recommending ways that the reporting could be strengthened to provide the needed data for ongoing monitoring.
4. Financial Reporting: assessing how well the reporting process is meeting the needs of the funding organization.
5. Performance Management System: assessing the current performance management system at the PAU and its role in supporting the operations.
6. Client Experience: evaluating how well the current services are meeting the needs and expectations of those it serves.
7. Resources: assessing the adequacy of the resources to meet the needs of the clients within the scope of the services provided.
8. Fulfillment of Contract Objectives/ Program Goals: with reference to the above elements, assessment of the success of the PAU in meeting the stated goals and objectives and providing recommendations to strengthen the operations.

The AMC looks forward to meeting with the WRHA to review the results and recommendations from this joint review in order to determine how we may enhance these services for our First Nation citizens.

The PAU was instrumental in assisting in the proposal development and negotiations to secure funding for the Special Needs Advocate Unit through First Nations and Inuit Health Branch. This program focuses on children and adults living with disabilities and its goals are to provide advocacy, education awareness and to engage governments with the implementation of Jordan's Principle.

The AMC PAU has fostered many positive relationships with various provincial and federal government agencies and departments to best address issues and policies that directly affect First Nations quality of care. The prevalent client issues include medical relocations, housing Issues (on/off reserve), Non Insured Health Benefits (NIHB), jurisdiction, critical incidents, consultation (family, medical, and legal), Transportation, medical matters, and access to medical records.

During the last fiscal year, the PAU has operated on two six month service purchase agreements. We are still in the process of a negotiating sustainable funding for the PAU. The WRHA has assured AMC that once the PAU Review is complete a new service purchase agreement would be developed that would possibly allow for increased capacity or a new approach to service delivery.

*This program focuses on children and adults living with disabilities and its goals are to provide advocacy, education awareness and to engage governments with the implementation of Jordan's Principle.*

The PAU receives referrals in the following ways:

- From WRHA–Aboriginal Health Program’s Central Intake
- AMC Directs—which include walk-ins, call-ins, emails
- From the Grand Chief’s Office (GCO) Chief’s & Councils
- Health Directors
- From outside agencies such as Manitoba Public Insurance, Manitoba Housing, and Employment & Income Assistance

Our clients at point of contact when referred to PAU are directed and referred from the following areas:

PAU is continuously maintaining and establishing new networking relationships with a variety of organizations and government agencies. We continue to raise the profile of the PAU so that we can create effective partnerships that enhance our current programming. The Manitoba Public Insurance (MPI) Corporation is one of the major government corporations that PAU has engaged to discuss a pilot project that would provide service for a First Nations Engagement Officer located either at MPI or AMC to help with MPI case files. These discussions are just at preliminary stage at the time of this report.

This year, the PAU recently hired a new Program Assistant and we are very happy to have Cheryle Dreaver on board.

## Key Issues And Challenges

In the past year, the PAU encountered many challenges and barriers in accessing equitable health care for First Nation patients. Medical relocation case files were again the most prevalent and pressing issues that PAU receives through the WRHA referral system.

Part of the Medical Relocation process involves initiating applications via various Housing Authorities, seeking the approval and extension of short-term accommodations and securing the appropriate personal identification that is required. The majority of First Nations clients do not possess basic identification or photo identification, which has been an added barrier to delaying housing applications as the documents are necessary to initiate the medical relocation process. Other challenges include applying for Employment Income Assistance (EIA) in Winnipeg, transportation to and from medical appointments that include the cost of travel and knowledge of the Winnipeg transit system, which at times is more challenging when assisting patients with limited mobility to access public transportation. All of these challenges contribute to staff needing to conduct additional follow up which often results in increased workloads.

The Patient Advocate Unit and WRHA’s AHS have developed a working group comprised of AMC, FNIHB, Province (EIA & Housing) and WRHA Departments to address the Medical Relocation and Transportation Referral Unit issues. This working group meets bi-monthly the meetings have been successful since May 2016. The working group has engaged in many discussions on First Nation issues that affect the quality of care of individuals and possible solutions to address the various issues and challenges with having to relocate to the city for medical purposes. This working group will continue meeting until summer of 2017 and will evaluate the process and outcomes. See TABLE below.

## Linkages to First Nation Communities

In early May 2016, PAU and Manitoba Aboriginal Health Services (AHS) developed and created a working group with all Regional Social Work Departments within the WRHA Hospital facilities to best address First Nation concerns. This group meets monthly with dialogue and discussions focused mainly around the medical relocation aspect of discharge planning and individual care plans; how to improve and strengthen a transition process for First Nations patients encountering barriers within the system when relocating.

As usual, linkages to First Nation Communities remains a challenge in that the PAU program information only extends out to a minimal audience that includes Chief and Councils, Health Directors and Transportation Coordinators. PAU and AHS completed a new rollout to all WRHA facilities. It is imperative that WRHA departments and staff are fully aware of the AMC WRHA collaboration. A new rollout to additional WRHA facilities and their respective departments (Transplant Manitoba, Renal Health, etc.) has been conducted and concluded. In turn, we anticipate increased awareness on First Nation issues and perspectives within the health care system.

In addition to receiving referrals from AHS’s Central Intake, many referrals are received directly from First Nation communities. The AMC PAU will strive to support our people by advocating, developing partnerships and bridging services through effective service coordination to ensure quality services for all First Nation people. Some key components to providing awareness of the PAU Program Services to various agencies, First Nations and Government includes building relationships with various agencies in an effort to provide the most efficient and patient-centered service delivery. This is an ongoing process and continues to be our focus each and every year.

	Critical Incident	Legal	Media	CFS	Financial	Home Care	Housing Issues	Medical Relocation	Support Services	Mental Health	TRU	NIHB	MPI	Other	Total
<b>Female</b>	19	10	0	6	45	20	96	193	76	4	16	38	16	36	575
<b>Male</b>	34	24	0	6	46	15	66	153	75	5	39	41	8	22	534
<b>Total</b>	<b>53</b>	<b>34</b>	<b>0</b>	<b>12</b>	<b>91</b>	<b>35</b>	<b>162</b>	<b>346</b>	<b>151</b>	<b>9</b>	<b>55</b>	<b>79</b>	<b>24</b>	<b>58</b>	<b>1109</b>

## Status of Activities

The Patient Advocate is responsible for preparing scheduled reports of activities along with statistical data collection from referrals. The compiled data is currently stored on a excel spreadsheet, which will eventually be moved and stored into a new state of the art database, which will enable PAU to collect relevant program information for each specific program.

The PAU attends regular bi-weekly staff file reviews at Health Sciences Center with Aboriginal Health Services, in addition to attending monthly Advocacy Support Committee meetings, which current program issues are discussed. This allows the two organizations to address critical areas of the collective agreement and maintain a healthy relationship that better serves First Nation citizens navigating the health care system.

## Accomplishments

In 2015-16 the Patient Advocate Unit has had numerous individual success cases, including completing many medical relocation cases, which is a lengthy and time consuming process to successfully complete. Many of the achievements of the PAU cannot be disclosed due to the privacy rights of individual patients. These successes include connection and support that is meaningful to both the Patient Navigator, family and Patient; successfully accessing and securing EIA, MPI, CPP, OAP, OAS, Band benefits, medical supplies and prescriptions, securing housing and accessing food security through Winnipeg Harvest and connecting clients to outside resources on and off reserve.

Our unit embraces the challenges and always strives to work alongside and for the patient; it gives us personal satisfaction that we are able to assist those in need.

### Contact:

#### AMC Patient Advocate Unit

2nd Floor, 275 Portage Avenue

Winnipeg, MB R3B 2B3

Telephone: 204-987-4120

Facsimile: 204-944-0582

[www.manitobachiefs.com](http://www.manitobachiefs.com)

*Many of PAU's achievements include connection and support that is meaningful to both the Patient Navigator, family and Patient; successfully accessing and securing EIA, MPI, CPP, OAP, OAS, Band benefits, medical supplies and prescriptions, securing housing and accessing food security through Winnipeg Harvest and connecting clients to outside resources on and off reserve.*



# Special Needs Advocacy Unit (Children/Adult(s))

## Staff

Darlene H. Curci, Special Needs Advocate (children/adults)

Ryan McKay, Special Needs Advocate (children/adults)

## Introduction

The Assembly of Manitoba Chiefs (AMC) in conjunction with EAGLE Urban Transition Centre (EUTC) and First Nation Inuit Health Branch, Health Canada has entered into a partnership to develop a pilot project to implement Jordan's Principle. Jordan's Principle is based on the premise to ensure that children are not denied, or delayed in receiving medical services, nor access to resources/equipment that they require due to a dispute between the federal and provincial governments.

On March 29, 2016, AMC and EUTC Management hired two new staff (Special Needs Advocates) to ensure meaningful participation and engagement of First Nations in the implementation of Jordan's Principle.

The primary focus of the work of the Special Needs Advocates is to ensure that the formalized process of Manitoba's Model of Case Conferencing to Case Resolution with respect to Federal/Provincial Intake is being implemented by those program and service providers that are working with First Nation children and adults, with multiple disabilities and/or complex medical needs. This includes ensuring:

- Service coordination begins at the community level to determine the need; service access resolution will help meet the child(ren) and adults needs within the health and social service system using the case conferencing to case resolution intake case management model.
- Communicating the need for health care specific intervention, treatment plans, training needs and how they will be met and identify whose responsibility it will be. Ensuring the best interest of patient and family, best practice model and ensure evidence based treatments are respected.

- Coordination of a multi-disciplinary team in the implementation of discharge planning, follow-up plans for After-Care services and Home Care such as Nursing Station, Health Centres, NIHB, Patient Transportation Unit, Home Care, Education and/or Child and Family Services, Housing, Employment Income Assistance/Disabilities etc....
- Maintaining confidentiality according to the Personal Health Information Act.
- Capacity building at First Nation community to work with children and adults with multiple and complex medical needs.
- Maintaining a Data Base to consult, collaborate and provide monthly and financial reports to First Nation Inuit Health Branch and the Assembly of Manitoba Chiefs in order to assist in the development and monitoring of resources and issues.

To date, the Special Needs Advocacy Unit staff person working with adults has 28 active files that include 15 female clients, and 13 male clients. There were two clients that were referred to other agencies because of incarceration issues. There are two on-reserve cases and 19 off-reserve cases, which give indication that the Special Needs Unit has to be more highly promoted at the on-reserve level, which is currently being undertaken through on reserve visits, and presentations at the Tribal Council level.

The staff person working with children has recorded twelve (12) active files of those three are female and nine are male. Also of those twelve, nine of those clients are on-reserve and three are located off-reserve.

## Key Issues & Challenges

The Special Needs Advocates provide advocacy services to both children and adults who are on-reserve and off-reserve with "special needs and/or disabilities". Jordan's Principle is clearly defined to address children's needs, as opposed to adult needs. Therefore this leaves a gap in providing services once a person is 18 years of age.

Jordan's Principle definition is an issue that continues to be open for interpretation and implementation at all levels of government, service providers and with First Nations people. First Nation members and professional service providers have asked; "what do we mean by 'special needs', and if it entails mental health", and "what is the criteria to be met to qualify for these services under this program". Clarity and consistency of the definition of Jordan's Principle needs to be consistent and communicated.

Questions were asked about the Case Conference Resolution process of who does these and where do they go from the Intake process? The majority of these cases involve non-insured health benefits and the lack of access or knowledge of awareness for medical assistance.

Many of the adult cases involve mental health issues that are currently not considered to be a special need or are undiagnosed and lead to greater mental or physical health issues. The lack of knowledge towards accessing and/or awareness of services available in regard to mental health is a contributing factor to these special needs cases. These cases also involve the lack of knowledge in accessing disability benefits and access to medical disability devices and tools that would assist the individual in acquiring an accessibility lifestyle. Almost 35% of the adult cases for the Special Needs Advocacy Unit involve diabetes due to the lack of affordable healthy foods on reserve.

A process of data collection still needs to be determined in order to define demographics and the magnitude of Jordan's Principle in Manitoba.

Sharing of information and engagement of First Nation families, Child and Family Services representatives, First Nation Education, First Nation/Tribal Council Health and all related stakeholders is challenging as privacy and confidentiality of client information needs to be protected. This will require a collaborative effort in terms of data sharing agreements/protocols amongst the parties of which services are available for children with disabilities in Manitoba based on the data received through the case conferencing, case resolution process.

Facilitation and discussions have been re-convened between Senior Officials of the Terms of Reference Working Group (TOROWG) which is to act as the point group with regard to the implementation of Jordan's Principle. Two meetings have since taken place, as the group did not formally meet since September 2015. Meetings are difficult and challenging to coordinate due to the schedules of participants involved in the process.

#### Linkages to First Nation Communities

- Developed informational material for distribution to First Nation communities, educational organizations, Child and Family Services and related agencies to create and enhance awareness of the Special Needs Advocate Unit.
- Community visits to six First Nation communities and service providers have been completed.
- We have taken a lead in collaborating with the Southern Chiefs Organization and the Manitoba Keewatinowi Okimakinak to share information and strategize in bridging service gaps and document issues and challenges.
- Invitations have been accepted to attend and participate in the Special Needs Committee's with local Child and Family Service Agencies and First Nation communities.
- Introduced to Winnipeg Regional Health Authority - Aboriginal Health Programs at Health Science Centre and Aboriginal Health Services, St. Anthony's Hospital in The Pas (Aboriginal Liaison Worker & Social Worker) of the Special Needs Advocacy Unit's program and its mandate.
- Patient Advocate Manager arranged initial meeting and introduction to Terms Of Reference Official Working Group on May 19, 2016.
- Attended the honouring ceremony of Dr. Cindy Blackstock in Norway House Cree Nation on August 1, 2016.

#### Status of Activities for 2015-2016

Main activities to date have revolved around the creation of promotional and advertising materials as well as networking to create an awareness of the Special Needs Advocacy Unit. Staff have also provided program information to the following service providers:

- The Society for Manitobans with DisABILITIES
- Aboriginal Healing and Wellness - Indian Residential School Unit
- Aboriginal Health Services staff at HSC and Site Coordinator
- Children's Hospital Social Worker - Hemodialysis Pediatric Unit
- Tour of Port in The Storm - Housing unit for long term patients
- St. Amant Centre - Residential Services
- Rehabilitation Centre for Children
- Community Living DisABILITIES - Winnipeg
- West Region Child and Family Services - Winnipeg
- Ka Ni Kani chihk
- AWASIS Child and Family Service Annual General Meeting

*Jordan's Principle is based on the premise to ensure that children are not denied, or delayed in receiving medical services, nor access to resources/equipment that they require due to a dispute between the federal and provincial governments.*



# Gaming Development

## Staff

Chloe McCorrister, B.B.A., Gaming Coordinator

## Introduction

The Department of Gaming Development has undergone staffing changes in the last fiscal year. The role of Director of Gaming and Strategic Initiative no longer exists and the Department now consists of a Gaming Coordinator. The Gaming Coordinator is advised by a Gaming Consultant who works with the Assembly of Manitoba Chiefs on a contract basis. The Department of Gaming Development continues to focus on casino development and other forms of gaming initiatives.

## Key Issues and Challenges

Currently, First Nation gaming establishments in Manitoba must conform to provincial gaming legislation which restricts and regulates access to the casino gaming market. Recently, Manitoba Chiefs resolved to take a unified position toward First Nations gaming with the development of a strategy to deal with challenging dynamics of the gaming industry.

## Linkages to First Nation Communities

The AMC Department of Gaming Development continues to obtain its direction from Manitoba leadership through the AMC Chiefs Gaming Committee, the AMC Executive Council of Chiefs and the Chiefs-in-Assembly.

The Gaming Department supports First Nations gaming in Manitoba and inter-jurisdictionally by attending gaming forums and working with other First Nation political advocacy bodies to amend Section 207 of the Criminal Code.

## Status of Activities

On June 8 and 9, 2016 the Assembly of Manitoba Chiefs held a Special Chiefs Assembly with one day dedicated specifically to Gaming. At the Assembly, Grand Chief Derek Nepinak presented an overview of First Nations Gaming to address how the AMC's political involvement in First Nations gaming in Manitoba can shift from the current ad hoc advocacy approach to a more formalized policy-based approach. As a result, a number of gaming resolutions were passed reflecting the changing dynamics of First Nations gaming in Manitoba to create and promote a level playing field respecting access to the gaming market in Manitoba.

## Manitoba First Nation Gaming Strategy

On June 8, 2016, Manitoba Chiefs unanimously agreed to develop a First Nation Gaming Strategy to reassert First Nations jurisdiction in the area of gaming. The Manitoba First Nation Gaming Strategy will include:

1. the development of an Indigenous Gaming Law;
2. continued pursuit of amending the Criminal Code to remove provincial jurisdiction over First Nations Gaming;
3. supporting the development of a National First Nation Gaming Association; and
4. developing a proposed approach to First Nation Gaming with the new Progressive Conservative government of the Province of Manitoba to work on a gaming process including: VLTs; casino/gaming centre development; revenue sharing of existing provincially-run casinos; on-line gaming; and other areas of gaming.

As a part of the Manitoba First Nation Gaming Strategy, the Chiefs-in-Assembly also directed the AMC Grand Chief, the AMC Chiefs Gaming Committee and the AMC Secretariat to examine the Saskatchewan Indian Gaming Authority (SIGA) as a model to consider for the development of the Manitoba First Nation Gaming Strategy and report back to the Chiefs at the September 2016 Annual General Assembly.

To date, the AMC Secretariat has begun the research necessary for the development of an Indigenous Gaming Law, has met with other jurisdictions regarding amending the Criminal Code and the development of a National First Nation Gaming Association, and has met with the Province of Manitoba to discuss a proposed approach to First Nations gaming. The Secretariat has also participated in Gaming Forums and is currently researching and examining Saskatchewan Indian Gaming Authority (SIGA) as a viable model in Manitoba.

In addition to the Manitoba First Nation Gaming Strategy, AMC Chiefs-in-Assembly also passed resolution JUN-16.05, Urban Partnership Strategy with Municipal Governments. The resolution directs the AMC Grand Chief and the Chiefs Gaming Committee to work with the Province of Manitoba to review and change their existing legislation, regulations and policies to allow for the creation of new gaming opportunities with Municipal Governments and any other interested partners. The matter was discussed with Grand Chief Nepinak and the Honourable Ron Schuler, the Minister responsible for Manitoba Liquor and Lotteries. There was a commitment by the Minister to continue the discussion with Grand Chief, the Minister of Indigenous and Municipal Relations and the Minister responsible for the Liquor and Gaming Authority of Manitoba. The Urban Partnership Strategy will also be included in the drafting of the Manitoba First Nation Gaming Strategy incorporating it into one of the departments long term strategic objectives.

*Manitoba Chiefs unanimously agreed to develop a First Nation Gaming Strategy to reassert First Nations jurisdiction in the area of gaming.*

Currently, provincial policy prohibits Video Lottery Terminals from being relocated to any site other than the reserve site for which they were licensed. Such policy results in negative implications for First Nation gaming venues denying the opportunity to maximize business potential. AMC Resolution JUN-16.06, Support for Joint Gaming Partnerships between Manitoba First Nations resolves that the AMC advocate for the Province of Manitoba to have the Manitoba Lotteries Corporation change its policies to allow First Nations with VLT allocations to establish joint gaming partnerships with other First Nations to host their VLT's in order to allow First Nations with VLT allocations to benefit from the revenue. Specifically, that the AMC supports Lake St. Martin First Nation's allocation of VLT's to Long Plain First Nation.

In follow up, Grand Chief Nepinak has written letters of support for Lake St. Martin First Nation to Minister Schuler for a consolidated VLT centre hosted by Long Plain First Nation in partnership with the flood displaced community. The matter was also discussed at Grand Chief Nepinak and Minister Schuler's initial meeting where there was a commitment by Minister Schuler to discuss the matter further with Grand Chief Nepinak, the Minister of Justice and Minister of Indigenous and Municipal Relations.

In 2007, the Manitoba Liquor Commission amended its Siteholder Agreements requiring that First Nation VLT Siteholders impose Manitoba's provincial smoking ban on-reserve VLT centres and casinos. On June 8, 2016, AMC Chiefs-in-Assembly passed resolution JUN-16.08 calling for support of change of the provincial smoking ban on reserve casinos. This was in direct response to the detrimental impacts that the provincially imposed ban has had on casino and VLT centre operations. In addition to lobbying the Province of Manitoba to change its policies, AMC will also be incorporating the resolution into the First Nation Gaming Strategy in line with the overall vision of reasserting First Nation jurisdiction over gaming.

## Gaming Development

First Nations jurisdiction over gaming on First Nations lands is part of our inherent jurisdiction, constitutionally protected by section 35(1) of the Constitution Act, 1982. However, the Supreme Court of Canada has rejected our claims to an inherent right to conduct gaming activities. Currently, the federal government has primary jurisdiction over gaming under the Criminal Code which delegates authority to the provinces to manage and conduct lottery schemes.

Due to this jurisdictional arrangement, we as Manitoba First Nations have found ourselves in a disadvantaged position.

Subsequently, in November 2015 the AMC Executive Council of Chiefs resolved that AMC seek to have the gaming provisions of the Criminal Code amended, including lobbying the Federal Government and bringing a resolution forward to the Assembly of First Nations (AFN) to be dealt with on a national level.

At the December 8-10, 2015 AFN Assembly, AMC assisted with a resolution directing the AFN to follow up with the federal government to consider amending the Criminal Code to recognize First Nation Gaming Jurisdiction. The AFN Executive passed this resolution on February 9, 2016.

In December of 2015, AMC Grand Chief Nepinak sent a letter to Department of Indigenous and Northern Affairs Minister Bennett regarding proposed changes to the Criminal Code. On February 17, 2016 Minister Bennett wrote Jody Wilson-Raybould as the current Justice Minister and Attorney General, encouraging her to follow up on potential changes to the Criminal Code.

*The AMC Executive Council of Chiefs resolved that AMC seek to have the gaming provisions of the Criminal Code amended, including lobbying the Federal Government and bringing a resolution forward to the Assembly of First Nations (AFN).*

At the March 2016 MB AMC Gaming Steering Committee meeting, the then Minister responsible for Gaming Control Dave Chomiak and Minister responsible for Liquor and Lotteries Corporation Ron Lemieux both confirmed the Province of Manitoba's position continues to be supporting changes to the Criminal Code to recognized First Nations jurisdiction.

On April 6, 2016 AMC representatives met with INAC Minister Carolyn Bennett, and, among other things, followed up on the Minister's February 17, 2016 letter to Minister Wilson-Raybould. Grand Chief Nepinak has requested to meet with both Minister Bennett and Minister Wilson-Raybould in the near future.

## Joint Steering Committee on Gaming

In December of 2005, a Joint Steering Committee on Gaming was created by Memorandum of Understanding between the Province of Manitoba and the AMC. The Committee was made up of the AMC Grand Chief, the Chair of the AMC Chiefs Gaming Committee and one representative from the AMC Chiefs Gaming Committee, the Provincial Minister responsible for the Gaming Control Act and the Minister Responsible for Aboriginal and Northern Affairs.

The Committee oversaw First Nations gaming for over a decade, however, with the new Progressive Conservative government of the Province of Manitoba, it is anticipated that a new process for discussion on First Nations gaming will develop.

On July 18, 2016 Grand Chief Nepinak met with the Minister Schuler to discuss Provincial-First Nations Gaming. Discussions with the province will continue on how best to move forward towards planning for future gaming initiatives.

## Northern Region Casino

In February 2014, AMC received a letter from the Province of Manitoba affirming their support for the development of a northern region casino development. Subsequently, in March 2014 the AMC Chiefs-in-Assembly passed a resolution in support of a Thompson region casino and a Press Release was issued announcing AMC, the Province of Manitoba and the City of Thompson's support for the casino development.

A Request for Proposals (RFP) was distributed on December 1, 2015 seeking a financier, manager and developer for the casino. As with foregoing casino projects, it is expected that any investor will conduct independent research related to the market and potential facilities that will serve the market. With the 2016 Manitoba Gaming Market Assessment Key Findings Report becoming available as a tool for proposal development, the deadline date was extended to May 2016 and again to June 2016 by the AMC Executive Council of Chiefs.

Most recently, on June 8, 2016 the AMC Chiefs-in-Assembly passed resolution JUN-16.03 extending the deadline date for the Thompson Casino Request for Proposals to September 30, 2016 to act as a final date for completion of submissions. The successful financier candidate will assist in the selection of a site that will maximize return on investment to the First Nation communities. Moreover, discussions with the Province and potential stakeholders are ongoing.

## First Peoples Economic Growth Fund

The First Peoples Economic Growth Fund was established as a joint economic development initiative between the Assembly of Manitoba Chiefs and the Province of Manitoba. The Committee continues to receive updates and address issues related to funding, renewing and reviewing board appointments and negotiating additional contributions. The FPEGF provides its own Annual Report to the Chiefs-in-Assembly; this year has been their busiest yet with their financial impact on the Manitoba Economy reaching \$19 million this fiscal year.

## Accomplishments

- Own source revenue to support the AMC Gaming Development Department;
- AMC Chiefs Gaming Committee meetings;
- Reorganization of the Sand Hills Casino Board of Directors to allow for equal regional representation;
- Resolutions providing for:
  - extension of time for the Thompson Casino Request for proposals to September 30, 2016;
  - for an Urban Partnership Strategy with Municipal Governments;
  - for Gaming Partnerships between Manitoba First Nations;
  - for Aseneskak Casino relocation;
  - for change of provincial smoking ban on reserve casinos; and
- The establishment of a Manitoba First Nation Gaming Strategy including development of an Indigenous Gaming Law and direction to examine the Saskatchewan Indian Gaming Authority (SIGA) as a potential model for regulation of First Nations Gaming.

## Manitoba First Nation Gaming Strategy

*On June 8, 2016, Manitoba Chiefs unanimously agreed to develop a First Nation Gaming Strategy to reassert First Nations jurisdiction in the area of gaming. The Manitoba First Nation Gaming Strategy will include:*

- *the development of an Indigenous Gaming Law;*
- *continued pursuit of amending the Criminal Code to remove provincial jurisdiction over First Nations Gaming;*
- *supporting the development of a National First Nation Gaming Association; and*
- *developing a proposed approach to First Nation Gaming with the new Progressive Conservative government of the Province of Manitoba to work on a gaming process including: VLTs; casino/gaming centre development; revenue sharing of existing provincially-run casinos; on-line gaming; and other areas of gaming.*

# Training. Support.

We provide training and support for all Manitoba  
First Nation VLT sites and gaming commissions.

Find out more about our services:

- 1-800-782-0363
- [audit@LGAmanitoba.ca](mailto:audit@LGAmanitoba.ca)
- [www.LGAmanitoba.ca](http://www.LGAmanitoba.ca)



Promoting Leadership in Gaming Financial Accountability

## Seeking youth to be part of a First Nations Youth Advisory

### Are you:

- a Manitoba First Nations youth between the ages of 18-25?
- available to meet\* every two months or when needed?
- interested in being part of change and having your voice heard?

The Youth Secretariat is looking for volunteer youth members to share insight and recommendations on different activities and programs under the Assembly of Manitoba Chiefs (there will also be other opportunities to be involved on other committees or projects)

### What you need to send in:

an introduction and  
what you want to see change for First Nations youth  
(each can be a paragraph or two)

### It can be sent to:

ccochrane@manitobachiefs.com or  
mailed to: Attn Youth Secretariat 2nd Floor, 275 Portage Ave  
Winnipeg, MB R3B 2B3 or faxed to 204.956-2109

### Thank you for your interest.

youth will be contacted for the next step - a meet and greet\* which will help us form the Youth Advisory.

\*do not have to be in person to attend, can take part by teleconference or skype.

## Four Faculties More than 40 Programs Two Campus locations 12 Regional Centres

(866) 677-6450

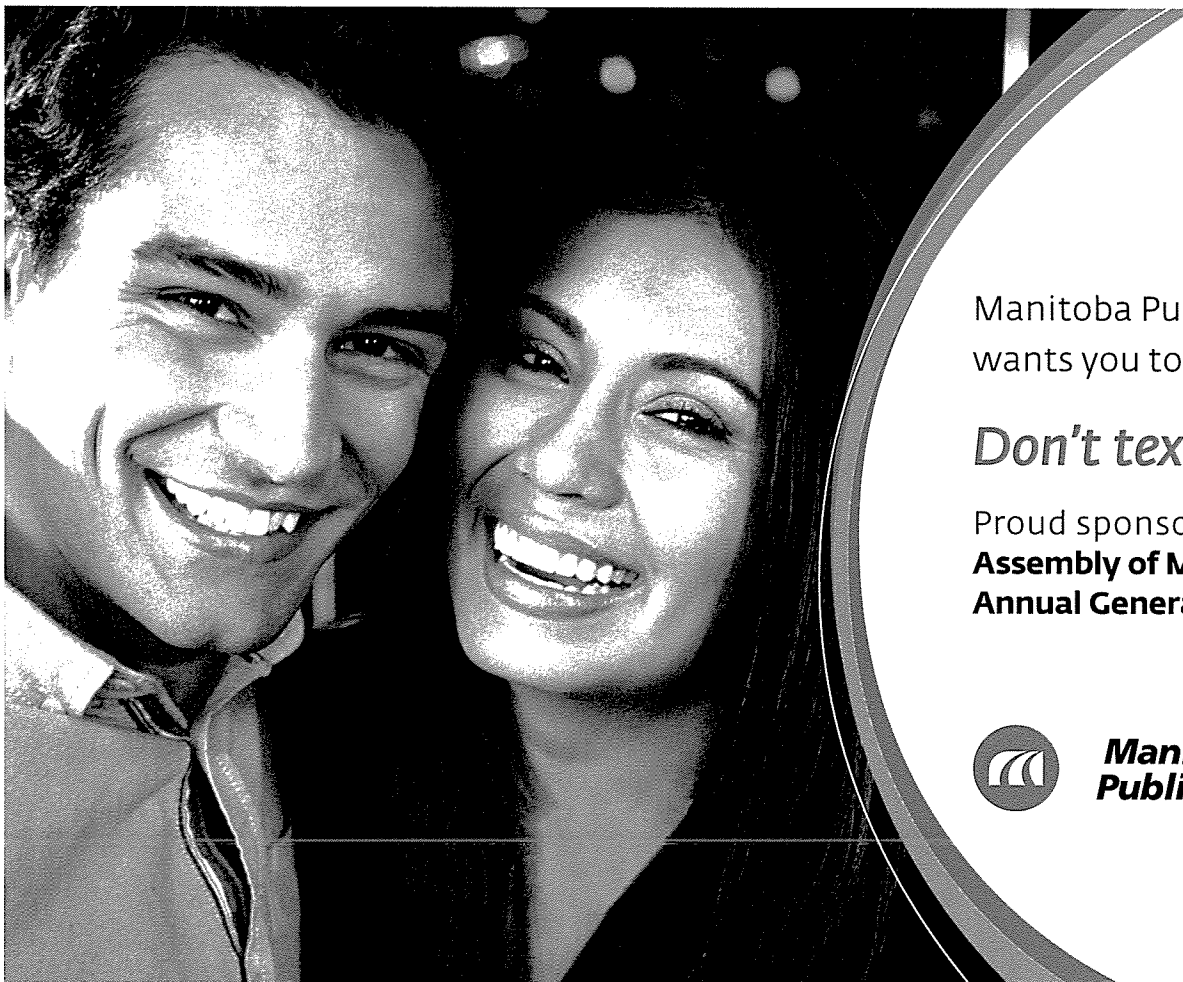
(866) 627-8500

info@ucn.ca

www.ucn.ca



OWN YOUR FUTURE  
UNIVERSITY COLLEGE OF THE NORTH



Manitoba Public Insurance  
wants you to get home safely.

***Don't text and drive.***

Proud sponsor of  
**Assembly of Manitoba Chiefs'  
Annual General Assembly**



**Manitoba  
Public Insurance**





**Assembly of Manitoba Chiefs**  
Suite 200-275 Portage Avenue  
Winnipeg, Manitoba R3B 2B3 Canada  
Phone: (204)956-0610 | Fax: (204)956-2109  
Toll Free Number: 1(888) 324-5483  
[www.manitobachiefs.com](http://www.manitobachiefs.com) | [info@manitobachiefs.com](mailto:info@manitobachiefs.com)



# Exhibit E

---

**ASSEMBLY OF MANITOBA CHIEFS  
SECRETARIAT INC.**

---

**FINANCIAL POLICIES  
&  
PROCEDURES**

Approved by

Personnel and Finance Committee  
Assembly of Manitoba Chiefs Secretariat Inc.

Signed by Chief Donovan Fontaine

P&F Committee Member

Signed by Chief David Crate

P&F Committee Member

Revisions Accepted by the Personnel & Finance Committee – March 21, 2012

**TABLE OF CONTENTS**

<b>1.0</b>	<b>INTRODUCTION.....</b>	<b>4</b>
<b>2.0</b>	<b>RESPONSIBILITIES OF THE PERSONNEL AND FINANCE COMMITTEE.....</b>	<b>4</b>
<b>3.0</b>	<b>MINUTES OF COMMITTEE MEETINGS.....</b>	<b>5</b>
<b>4.0</b>	<b>FINANCIAL RESPONSIBILITIES OF SENIOR MANAGEMENT .....</b>	<b>5</b>
4.1	Responsibilities of the Executive Director .....	6
4.2	Responsibilities of the Director of Finance .....	6
<b>5.0</b>	<b>SOURCES OF REVENUE.....</b>	<b>10</b>
5.1	Funding from Aboriginal Affairs & Northern Development Canada .....	10
5.2	AANDC's Funding Authorities – Contributions & Flexible Transfer Payments .....	11
5.3	Reporting Requirements .....	11
<b>6.0</b>	<b>BANK ACCOUNTS.....</b>	<b>11</b>
6.1	Opening a Bank Account.....	11
6.2	Closing a Bank Account .....	12
6.3	Signing Authority .....	12
6.4	Bank Accounts in the General Ledger.....	12
6.5	Short-Term Bank Loans/Line of Credit.....	12
<b>7.0</b>	<b>BUDGETS .....</b>	<b>12</b>
<b>8.0</b>	<b>RECEIPT AND DEPOSIT OF FUNDS.....</b>	<b>14</b>
<b>9.0</b>	<b>ACCOUNTS RECEIVABLE.....</b>	<b>15</b>
<b>10.0</b>	<b>COMMITMENT OF FUNDS .....</b>	<b>17</b>
<b>11.0</b>	<b>DISBURSEMENTS .....</b>	<b>19</b>
<b>12.0</b>	<b>PETTY CASH.....</b>	<b>20</b>
<b>13.0</b>	<b>CREDIT CARDS .....</b>	<b>20</b>
<b>14.0</b>	<b>CONTRACTS AND TENDERING.....</b>	<b>21</b>
<b>15.0</b>	<b>BANK RECONCILIATION.....</b>	<b>22</b>

## Assembly of Manitoba Chiefs Financial Policies & Procedures

<b>16.0</b>	<b>PAYROLL</b>	<b>23</b>
<b>17.0</b>	<b>TRAVEL</b>	<b>24</b>
<b>18.0</b>	<b>TRAVEL ALLOWANCES</b>	<b>25</b>
<b>19.0</b>	<b>INVENTORY OF CAPITAL ASSETS</b>	<b>26</b>
<b>20.0</b>	<b>SECURITY OF ASSETS</b>	<b>27</b>
20.1	Insurance	27
20.2	Computers	28
20.3	Building Entry	28
<b>21.0</b>	<b>INVESTMENTS</b>	<b>28</b>
21.3	Types of Investments	28
21.5	Risk	29
21.9	Acceptable Investments	29
21.10	Procedures	29
<b>22.0</b>	<b>ANNUAL YEAR END AUDITS</b>	<b>29</b>
<b>23.0</b>	<b>AMENDMENTS</b>	<b>31</b>
<b>24.0</b>	<b>SAMPLE FORMS</b>	<b>3231</b>
24.1	Receipt	3231
24.2	Deposit Slip	32
24.3	Assigned Account Codes	33
24.4	Purchase Order Form	34
24.5	Deduction Authorization Form	35
24.6	Expense Report	36
24.7	Auditor Terms of Reference	37
24.8	Overtime Claim	38
24.9	Cheque Requisition	39
24.10	Travel Requisition	40

## 1.0 INTRODUCTION

The Assembly of Manitoba Chiefs Secretariat Inc. ("Assembly of Manitoba Chiefs") or ("AMC") has the responsibility to administer funds *for affiliated member First Nations* in the Manitoba region. The Assembly of Manitoba Chiefs' Financial Policies and Procedures Manual provide for the administration of the financial affairs of the organization. Appropriate financial regulations are, therefore, required in order to administer the financial affairs of the organization.

The Personnel and Finance Committee ("the Committee"), a sub-committee of the AMC Executive Committee, is responsible for setting financial policies and procedures and ensuring that these policies are put into effect. As elected leaders within their respective communities, the members of the Personnel and Finance Committee have the authority to carry out these policies, rules and regulations in the best interest of the AMC and its membership.

According to the basic principle of sound financial management, the Financial Policies & Procedures will help both the Personnel and Finance Committee and the Assembly of Manitoba Chiefs' employees to regulate the financial administration of the Assembly of Manitoba Chiefs.

The Financial Policies & Procedures will be *reviewed annually* and updated accordingly to reflect any changes in policies of the Assembly of Manitoba Chiefs. Amendments to the Financial Policies & Procedures may occur from changes that are made to the Assembly of Manitoba Chiefs Constitution and/or the Personnel Policy Manual.

The Assembly of Manitoba Chiefs uses the accrual method of accounting. Any changes to the Financial Policies & Procedures will be made in compliance with *Generally Accepted Accounting Principles* (GAAP) in accordance with the Canadian Institute of Chartered Accountants (CICA) Handbook.

## 2.0 RESPONSIBILITIES OF THE PERSONNEL AND FINANCE COMMITTEE

The Personnel and Finance Committee is responsible for the planning and budgeting of the Assembly of Manitoba Chief's programs and services under their management authority. Financial decisions are made and approved by the Personnel and Finance Committee and then policies are implemented by the Assembly of Manitoba Chiefs' Senior Management Team.

AMC provides the Committee with financial reports quarterly *or bi-monthly as required*. Once the Committee approves a budget, only the Committee is able to approve any budgetary ~~changes~~ increases greater than 30%.

The Committee has the following responsibilities with respect to the financial administration of the Assembly of Manitoba Chiefs:

- Ensure financial management of the Assembly of Manitoba Chiefs programs and services;
- Accountable to the AMC Executive, the AMC membership and Funding Agencies in accordance with the terms and conditions of funding arrangements;
- Ensure that deficits do not occur in any of the Assembly of Manitoba Chiefs budgets. If this occurs, the Committee is responsible to take appropriate corrective action;
- Review the financial administration of the policies and procedures on a regular basis to ensure that they are kept up-to-date;

- When the Committee has a change in its membership, the new Committee will continue to honour decisions made by the previous Committee;
- Initiate or conduct investigations, and take necessary disciplinary action as may be required, when a Committee member or the Assembly of Manitoba Chiefs employee does not comply with these or other applicable policies;
- Through the Personnel and Finance Committee decisions/motions, appoint Senior Management personnel to fulfill the administrative responsibilities;
- Committee members will not take advantage of their position for any personal gain;
- The Committee reviews the "Access to Information" guidelines and procedures that will permit the Assembly of Manitoba Chiefs members' access, at reasonable times, to the operation of the Assembly of Manitoba Chiefs that includes budgets, financial statements, audit reports, and the Financial Policies & Procedures.
- The Personnel & Finance Committee will meet quarterly and special meetings if required, or at maximum bi-monthly to receive reports from the Senior Management team on personnel and financial matters (TOR approved July 9, 2009).
- The Committee must approve by motion any unfunded or unbudgeted contracts (see policy set out in section 4.1 - adopted Dec. 12/08).

### **3.0 MINUTES OF COMMITTEE MEETINGS**

The minutes of the Committee meetings will form the official records of the Committee's decisions/motions on policies, administrative guidelines, and financial disbursements. It is crucial that the minutes accurately document all Committee decisions in the minutes, through recorded motions. The minutes will contain the Committee's approval of items such as the following:

- Financial statements;
- Annual budgets;
- Approval of annual audited financial statements;
- All contracts and financial agreements with vendors and funding agencies greater than \$20,000; and
- Any other financial decisions that may have a material impact on the Assembly of Manitoba Chiefs.

The minutes will be adopted by motion as evidence of their validity. The originals of all meeting minutes will be kept in a binder designated for that purpose, and will be stored in a safe and secure location within or outside the Assembly of Manitoba Chiefs office.

### **4.0 FINANCIAL RESPONSIBILITIES OF SENIOR MANAGEMENT**

This section includes financial responsibilities of the two key AMC employees involved in the financial administration of the Assembly of Manitoba Chiefs: the Executive Director and the Director of Finance. This section contains aspects of both the Executive Director and Director of Finance's responsibilities that pertain to financial management only.



#### **4.1 Responsibilities of the Executive Director**

The Executive Director reports directly to the Committee in all fields of finance management. The Executive Director fills the most important position of fiscal responsibility in the Assembly of Manitoba Chiefs staff. The role of the Executive Director includes ensuring the Personnel and Finance Committee receives accurate and timely financial information to enable the Committee to make informed decisions on all matters.

The Executive Director must be bonded, and responsible and accountable to the Committee for fulfilling the following financial administrative responsibilities on their behalf:

- Implement the Committee's financial decisions and policies, including budgetary control, purchasing, contracts, and salary administration, in accordance with the Assembly of Manitoba Chiefs' Financial Policies & Procedures;
- Ensure that all motions, decisions, minutes, bylaws, and other proceedings of the Committee are recorded and filed. A separate binder will be maintained for the filing of original signed minutes. Copies will be filed elsewhere;
- Supervise, direct, control and be accountable to the Committee for the overall management of the Assembly of Manitoba Chiefs operations, programs, personnel, and resources, according to the Committee's direction, and the Assembly of Manitoba Chiefs Financial Policies & Procedures;
- Supervise the receipts, recording, and proper disposition of the Assembly of Manitoba Chiefs funds, with individual bookkeeping for each function, ensuring that all books, records, and accounts of the Assembly of Manitoba Chiefs are kept in accordance with the Assembly of Manitoba Chiefs Financial Policies & Procedures;
- Along with the Director of Finance, negotiate and sign funding arrangements on behalf of the Assembly of Manitoba Chiefs; and
- Adhere to the terms and conditions of funding arrangements and/or contracts with funding agencies.

#### **4.2 Responsibilities of the Director of Finance**

The Director of Finance fills an important position of responsibility in the AMC Finance and Administration department.

The Director of Finance should be bondable and experienced in accounting systems. The Director of Finance should be experienced in working in a computer-automated environment, which includes the use of accounting, spread sheeting, and word processing software.

The Director of Finance serves as a member of the Senior Management Team and as a resource and technical advisor to the Personnel and Finance Committee. As a technical advisor to the Personnel and Finance Committee, the Director of Finance recommends to the Committee the allocating of the Assembly of Manitoba Chiefs resources according to goals, objectives and work plans.

Under the supervision of the Executive Director, the Director of Finance is responsible for the planning, organizing, directing and controlling of the Assembly of Manitoba Chiefs Financial and

Administrative systems and processes in accordance with the Financial Policy and Procedures Manual.

The Director of Finance provides advice and guidance to Senior Management in all fields of Financial Administration; Administrative Services; directing the development and preparation of the Assembly of Manitoba Chiefs planning process including operational planning, budgeting and control; directing implementation and maintenance of the Assembly of Manitoba Chiefs administrative activities and directing and coordinating responses and relationships with external auditors.

The Director of Finance exercises a broad range of independent action and judgment in advising the Senior Management on all aspects of financial administration and in interpreting and applying the Assembly of Manitoba Chiefs financial policies.

The most important decisions made by the Director of Finance concerns the recommendations to Committee and Senior Management regarding the funding, allocation and reallocation of the AMC resources and other resource submissions.

The most important recommendation made to Committee and Senior Management is the identification of issues (operational and financial) to apprise Senior Management of potential problems that may have financial implications and to recommend appropriate course(s) of action, for example, recommendations dealing with resource allocations.

The Director of Finance would normally consult with the Committee and Senior Management on politically sensitive issues; for example, where the Grand Chief, Executive Council of Chiefs and/or the Assembly, has made public program commitments with associated financial implications.

In order to discuss and resolve problems and provide advice on sensitive issues, the Director of Finance will coordinate the establishment and maintenance of effective working relationships with:

- . AMC Senior Management;
- . AANDC Regional Office and other Senior Federal department staff as appropriate;
- . Senior Provincial government officials; and
- . First Nation Organizations Senior Managements, etc., is critical to the success of this position.

*The Director of Finance will have the following responsibilities:*

### **Policy Formulation**

Draft financial and administrative policies for review and approval by the Personnel and Finance Committee.

Implement and monitor AMC financial and administrative policies.

Recommend revisions to policies to reflect AMC ongoing development.

Interpret financial and administrative policies for the AMC Senior Management Team.

**Direction of Finance Staff**

Direct AMC finance staff in providing a full range of financial and administrative services, including Revenue and Expenditure accounting and control, financial systems, internal control, financial planning and analysis, material management, contracting and records management. The Director of Finance is responsible for assigning areas of responsibility, appraising finance staff, development and training of finance staff.

**Financial Audit**

Recommend priorities to external auditors, recommending timing, scope and depth of audits, analyzing all audit observations and recommending and monitoring corrective action.

Ensure that official responses are prepared to all audit observations, that copies of the audit are forwarded on time to funding agencies, and that the audit is presented to the Assembly of Manitoba Chiefs membership at the Annual Assembly.

**Financial Planning**

Provide financial expertise and leadership in all aspects of AMC planning and accountability process including operational plans and budgets. Critically assess plans and budgets prepared by program managers and advise Senior Management on financial implications of alternative allocation of resources.

**Financial Analysis**

Responsible for routine and special analysis of the AMC operations in response to requirements of program managers and Senior Management; anticipate needs and prepare analysis to ensure that Senior Management is provided with sufficient information to support effective decision-making.

**Financial Advice**

Serve as Financial Advisor to Senior Management on all aspects of financial administration including advising on financial impacts of all proposed decisions, the interpretation of financial policies, the adequacy of AMC's internal controls and the responsibilities of Program Managers for financial administration.

**Accounting and Control of Revenues**

Responsible for the receipt, classification, reporting, depositing, reconciling of all AMC revenues and for the efficient and effective recovery of all amounts due to the AMC.

**Financial Control of Expenditures**

Responsible for account verification, payment and subsequent reconciling of all the AMC expenditures. Exercise financial payment authority and controls all financial signing authorities in AMC in accordance with the Assembly of Manitoba Chiefs Financial Policies and Procedures

manual. Develop, implement and operate systems to ensure that authorized spending levels, allotments and commitments are effectively contained and monitored.

### **Accounting For Expenditures**

Plan and organize all required resources and processes to account for all AMC expenditures, in a timely fashion and in compliance with the AMC policies, procedures and schedules. Maintain coding structure so as to provide managers with sufficient relevant information to enable them to make effective decisions.

### **Financial Reporting**

Responsible for optimizing central accounting systems by requesting appropriate financial reports to satisfy AMC needs, and recommending improvements to central accounting systems to satisfy AMC needs.

Responsible for preparation of routine and special financial reports in response to requests of Program Managers and Senior Management.

Responsible for development of AMC financial reporting systems as required.

### **Budgetary Control**

Monitor all AMC expenditures on a regular basis, identify significant variances from budget, discuss variances with appropriate manager, evaluate financial implications of alternative actions to resolve variances, and recommend corrective actions and/or budget reallocation to Program Managers.

### **Budget Preparation**

Coordinate and provide financial expertise and leadership to managers, in the preparation for operational plans and budgets for submission to Senior Management and the Personnel and Finance Committee. Evaluate budgetary submissions and recommend appropriate funding levels to the Committee.

### **Classification of Accounts**

Maintain the Chart of Accounts for AMC for changes and additions to reflect changes in organization, activities, programs, etc., so as to provide managers with sufficient information to enable effective decision-making. Monitor coding of actual revenues and expenditures to ensure compliance and consistency with approved coding structure.

### **Financial Training**

Identify, develop and implement effective financial training programs for AMC finance staff (professional development planning).

**Management Information System**

Develop, implement and maintain AMC Management Information System, develop all financial systems to support the specific information needs of AMC Senior Management.

**Control of Assets**

Maintenance of financial control of assets such as inventories, equipment, furnishings, etc.

**Electronic Data Processing Systems (EDP)**

Responsible for the development, maintenance and functioning of AMC EDP system which services the need of data capture, record keeping and provision of reports for public enquiry as well as internal management reporting for Management Information System purposes.

**Contracting/Material Management**

Responsible for all aspects of procurement of all material and supplies and personal service contracting for internal operating programs.

**5.0 SOURCES OF REVENUE**

Revenue for the Assembly of Manitoba Chiefs is secured from a number of sources including the Government of Canada through the Aboriginal Affairs and Northern Development Canada (AANDC) program, Health Canada, Service Canada, and the Province of Manitoba to name a few.

**5.1 Funding from Aboriginal Affairs and Northern Development Canada**

The Assembly of Manitoba Chiefs Secretariat's primary source of funding is AANDC. An agreement for the provision of core funding and special projects for specified purposes are funded under the Basic Organizational Capacity and covered by AANDC Contribution Arrangements authorities. These funding arrangements between AANDC and the Assembly of Manitoba Chiefs set out the obligations of both parties; the services to be provided, and the payment schedule of the funding. The Assembly of Manitoba Chiefs is expending funds to achieve certain objectives as outlined in the terms and conditions of the funding arrangements. The Assembly of Manitoba Chiefs recognizes and accepts the following responsibilities to both the Minister of DIAND and the Committee:

- to maintain a soundly administered and managed organization;
- to maintain processes and procedures to facilitate program management and to support financial control; and
- to account to the Assembly of Manitoba Chiefs membership in regard to the use of funds provided in the annual audit, results achieved with those funds in terms of meeting specific goals and objectives, and the overall financial position of the Assembly of Manitoba Chiefs.

The Accountability Framework, which is how the Assembly of Manitoba Chiefs intends to account to its membership, should include at least the following three principles:

- i. transparency: How will AMC be structured and how will it operate;
- ii. disclosure: How will information concerning or relating to the administration of AMC be made available to its membership?; and
- iii. redress: How will AMC membership appeal administrative decisions of the AMC Secretariat?

## **5.2 AANDC's Funding Authorities – Contributions & Flexible Transfer Payments**

Any program or project funded under the authority of Contributions must adhere to the terms and conditions of the funding arrangement with respect to the handling of surpluses or deficits. In the event of a surplus, the Assembly of Manitoba Chiefs is required to return said surplus to the Minister, and in the event of a deficit, the Assembly of Manitoba Chiefs must accept full responsibility for the deficit except in those circumstances where expenditures increases are authorized and funded by the Minister.

All programs or projects funded under the authority of *Flexible Transfer Payments* must adhere to the terms and conditions of the funding arrangement with respect to the handling of surpluses or deficits. The Assembly of Manitoba Chiefs will be solely responsible for any deficits and may use surpluses, which AMC may, at their sole discretion, determine appropriate.

## **5.3 Reporting Requirements**

The Assembly of Manitoba Chiefs is required to submit reports to the various funding organizations on a timely basis. The type of reports and the timing of the submissions are attached as a schedule in the funding arrangement.

The Director of Finance, along with the appropriate managers, must submit these reports pursuant to the terms and conditions of the funding arrangements.

## **6.0 BANK ACCOUNTS**

The Senior Management will authorize the use of any branch of a Chartered bank, trust company, or credit union in the area to conduct AMC banking requirements.

Most chartered banks, trust companies and credit unions have their own legal banking documents, i.e., banking resolutions, signing authority cards and borrowing by-laws.

### **6.1 Opening a Bank Account**

When Senior Management approves the opening of a bank account in a specified bank, the Director of Finance will contact the designated Branch to obtain the appropriate forms and signature cards. The required documents will be promptly completed and returned to the bank. The bank will supply deposit and chequebooks that will be placed in the custody of the Director of Finance.



## **6.2 Closing a Bank Account**

When a bank account is to be closed for any reason, the Executive Director or the Director of Finance will send a letter to the bank Manager to advise them of AMC's intention to close the account. The letter should state the desired date to close the account, e.g., within two months. This should allow time for all cheques to clear.

## **6.3 Signing Authority**

When signing authority is changed and approved by the Senior Management, signature cards will be obtained, completed, and delivered to the bank before the effective date of the change. A photocopy of the current signature card will be kept on file in the Assembly of Manitoba Chiefs office.

## **6.4 Bank Accounts in the General Ledger**

After each month-end, the Accounts Receivable Clerk will prepare a summary of deposits made to each bank account, using the duplicate deposit slips. These amounts will be posted as debits to the cash in bank accounts in the ledger. From the summary of cheques written on each bank account, the totals will be posted as credits to the cash in bank accounts. Entries for bank adjustments (such as service charges, interest charges or credits, etc.) will be made to these accounts when bank statements are received and bank reconciliation is completed.

## **6.5 Short-Term Bank Loans/Line of Credit**

The Executive Director may negotiate short-term bank loans to cover temporary overdrafts or a line-of-credit that is reviewed annually to cover long-term cash flow needs. Cash flow projections in the operating budget may provide an indication of when cash flow problems might occur. It is advisable to negotiate a line of credit with the bank in advance, so that a crisis situation does not arise in times of temporary overdraft. The level of loans/line of credit provisions allowed to be executed by the Executive Director, without further approval, is \$1,000,000 as set out by Executive Council Resolution.

## **7.0 BUDGETS**

- 7.1 Budgets promote responsible management, planning, and decision-making. Budgeting is a crucial part of the planning process in any organization. Realistic planning for all projected costs in advance helps to prevent deficits by establishing budget expenditures in accordance to actual revenue, prior to incurring the costs. This involves deciding priorities for budget expenditures, with the full knowledge of projected costs.
- 7.2 In preparing the annual budget, it is necessary to include all inflows and outflows expected. To do so, an analysis of past cash flows is needed. Although the future cannot be expected to be exactly like the past, a thorough examination of past cash flow trends is the first step in effective cash flow forecasting through cash flow schedules.
- 7.3 To monitor budgets, actual expenditures for each program area are compared to monthly cash flow projections of the original budget. Current monthly financial statements are

- compared to cash flow projections to ensure close monitoring of expenditures. Adjustments can be made, when necessary, through variance report recommendations.
- 7.4 In light of the new funding policy at AANDC, Provincial/Territorial Organizations are required to complete a work plan. This plan shall consist of a budget, using the most recent actual figures and the last year's budget for comparison, approved by the Personnel and Finance Committee at a properly constituted meeting, for the initial fiscal year of the agreement.
- 7.5 Prior to each April 1 of each subsequent fiscal year, the Personnel and Finance Committee shall approve the annual budget submitted by the Director of Finance.
- 7.6 The Director of Finance shall only disburse the Funding, if any, in accordance with the Assembly of Manitoba Chiefs annual budget for that year, within the provisions of the funding agreement.
- 7.7 Program Managers and the Director of Finance shall prepare annual budgets for each program area. The budgets are subject to review by the Senior Management Team by the end of March of each fiscal year. The annual budget will be submitted to the Committee for their review and consideration. The Committee during a regular scheduled meeting will discuss and approve the annual budget.
- 7.8 The Assembly of Manitoba Chiefs will set aside at least two (2) workdays solely for the purposes of formulation and justification of annual program budgets, including projected cash flows.
- 7.9 All budgets, annual salary schedules, rate adjustments for travel, per diem and honoraria, etc., and the Committee, through motions recorded in the Committee minutes will, formally approve quarterly or bi-monthly financial statements. The Committee will review program expenditures on a quarterly or bi-monthly basis as required.
- 7.10 Motions for approval of quarterly or bi-monthly financial statements in the minutes will note, at least, the period covered by the statement, and the total amount of receipts and disbursements reported.
- 7.11 To ensure effective ongoing monitoring of each program area budget, Program Managers will be provided with a copy of an approved annual cash flow schedule for their respective program area(s).
- 7.12 Each Program Manager shall be responsible for monitoring the take-up of their program budgets. Program budget monitoring and control shall involve comparing and reconciling monthly program revenue and expenditure statements with each program's original projected cash flow schedule.
- 7.13 Any program areas where actual expenditures are significantly over/under projected monthly expenditures shall have a variance report produced by the Director of Finance. The variance report will outline:
- . the amount of the shortage/overage;
  - . the cause(s) contributing to the shortage/overage; and
  - . recommendations to bring the program budget back in line.

The Director of Finance will submit an overall variance report to the Personnel and Finance Committee.

- 7.14 Should unexpected or unforeseen expenses be incurred in one part of a program, variance report corrective measures to re-adjust the program's budget may be in the form of an expenditure reduction in another area of the Program. The transfer of funding from one account to another, within a Program area, will occur at the discretion of the Director of Finance.
- 7.15 The Department/Agency funds provided to the Assembly of Manitoba Chiefs are to be expended for the purposes identified and approved in signed contractual agreements (targeted funding). Only in situations where flexibility is allowed between functions or programs may transfers be made by the Director of Finance.
- 7.16 To alleviate funding pressures to the Assembly of Manitoba Chiefs regarding unfunded / unbudgeted expenditures (contracts) over five thousand dollars (\$5,000.00) the following policy was adopted on Dec. 12/08: Policy Statement: The Executive Director has primary responsibility for the AMC's financial reporting, accounting systems and internal controls. Final decisions are made and approved by the AMC P&F Committee.

Upon receipt of request for funding that is beyond AMC's annual budget and work plan allocation, the Executive Director will:

- Consider the amount of the request;
- Consider the purpose of the request (background / supporting information – i.e. Chiefs in Assembly resolution);
- Determine if the funding request/activity is an 'eligible' expenditure under AMC's annual funding and reporting requirements;
- Review and Analyze the impact of the request;
- Upon completion of the review and analysis - provide a recommendation to the Personnel & Finance Committee for approval or rejection;

Executive Director/Senior Management to implement decision by the Personnel and Finance Committee.

## **8.0 RECEIPT AND DEPOSIT OF FUNDS**

All policies and procedures contained in this section are in accordance with generally accepted accounting principles.

The following section outlines policies and procedures for the receipt, safekeeping and deposit of AMC funds:

- 8.1 All cheques received for deposit shall be recorded and immediately be endorsed on the reverse side with an endorsement stamp "For Deposit Only".
- 8.2 The Accounting Clerk shall photocopy all the cheques received for the day and forward the cheques and photocopies to the Director of Finance.
- 8.3 The Accounts Receivable Clerk shall issue a receipt and attach it to the photocopy of the cheque and file all receipts numerically.

- 8.4 The Accounts Receivable Clerk will enter the account number on the back of the cheque to which it will be deposited and will also make a general ledger account number entry on the duplicate receipt.
- 8.5 The Accounts Receivable Clerk will ensure all cheques and cash received by the Assembly of Manitoba Chiefs are stored safely in the finance office until they are deposited in the AMC bank account.
- 8.6 A designated person shall deposit all funds received, on the day received, intact in the appropriate bank account at the financial institution designated by the Senior Management Team.
- 8.7 When preparing funds on hand for deposit, the Accounts Receivable Clerk will sort cheques according to the bank account they belong.
- 8.8 Deposit slips shall be prepared in duplicate, and cross-referenced to receipt numbers by the Director of Finance. Each deposit slip shall contain the following information:
- current date;
  - account number;
  - name of account;
  - listing of cheques and amounts to be deposited; and
  - listing of cash and amounts to be deposited, including the total cheques, and
  - total cash and the total amount to be deposited to the account.
- 8.9 The Accounts Receivable Clerk shall review all items listed and totals shown before signing his/her name on each deposit slip to verify them. It is the Accounts Receivable Clerk's responsibility to ensure the deposits are made on the date shown on the deposit slips, and that the duplicate deposit slip is date-stamped by the financial institution.
- 8.10 Using duplicate date-stamped bank deposit slips, the Accounts Receivable Clerk shall post all deposits to each bank account as debits in the appropriate batch general ledger accounts.
- 8.11 The Payroll Clerk shall reconcile all deposits contained in month end bank statements received from the Bank. Deposits listed on a bank statement shall be reconciled with the Receipts Book borrowed from the Accounts Receivable Clerk.
- 8.12 Under no circumstance are adjustments to be made to entries in the Receipts Book.
- 9.0 ACCOUNTS RECEIVABLE**
- 9.1 The Assembly of Manitoba Chiefs typically has accounts receivable from the following sources:
- Government – grants, contributions, cost-recovery arrangements
  - the Assembly of Manitoba Chiefs membership – Travel claims
  - the Assembly of Manitoba Chiefs staff – Payroll Advances, Travel Advances
- 9.2 The financial health of any organization is dependent upon adequate cash flow. The timely collection of accounts receivable is critical to an organization in order to maintain adequate

cash flow. Every reasonable effort will be made to ensure prompt collection of outstanding receivables. The Senior Management Team will review the Aged Listing Report of outstanding receivables bi-monthly and corrective action will be taken, if necessary, to collect delinquent accounts.

- 9.3 The Assembly of Manitoba Chiefs staff member that is assigned procedures relating to accounts receivable is referred to here as the "Accounts Receivable Clerk". The duties of the accounts receivable clerk include:
- i. Recording revenues and cash receipts;
  - ii. Calculating the amount of revenue that is receivable at the end of each month; and,
  - iii. Issuing invoices to appropriate organizations or people to enable timely follow up on amounts owed to the Assembly of Manitoba Chiefs.
- 9.4 A copy of all funding agreements is to be forwarded to the Finance Department and to the respective Program Managers.
- 9.5 The cash flow section of the Funding Arrangements shall be entered into the cash flow spread sheet and updated by the Accounts Receivable Clerk on an ongoing basis.

**(Ongoing Procedures)**

- 9.6 The Director of Finance and the Executive Director will review and sign all funding agreement; however any two of the Senior Management Team can sign if necessary.
- 9.7 The Accounts Receivable Clerk shall record the revenue into the related program in the general ledger as a credit to revenue as at the earlier of:
- i. the date that the funding is received and,
  - ii. the date that the funding becomes receivable.
- 9.8 For revenue recorded at the date that the funding is received, a credit shall be recorded to the revenue account and a debit shall be recorded to the cash account based on the amounts received.
- 9.9 For revenue recorded before the funding is received, a credit shall be recorded to the revenue account and a debit shall be recorded to the accounts receivable account based on the dates and amounts stated in the funding agreement.
- 9.10 Funding received after it has been recorded as an amount receivable, shall be recorded as a debit to cash and a credit to accounts receivable.

**(Month End Procedures)**

- 9.11 At month end an "Accounts Receivable Aging Report" shall be prepared by the Accounts Receivable Clerk indicating funding amounts receivable based on:
- . the previous month's balance, plus
  - . amounts that became receivable during the month, minus
  - . cash amounts received from funding organizations during the month
- 9.11 The total amount of funding receivable as indicated on the Accounts Receivable Aging Report shall be agreed to the balance of the accounts receivable control account in the

general ledger. Any discrepancies shall be promptly investigated and corrected by the Accounts Receivable Clerk.

- 9.12 The Accounts Receivable Clerk shall review the daily cash receipt sheets and ensure that all cash deposits have been recorded correctly in the general ledger as a credit to revenue, (or as a credit to accounts receivable for revenue previously recorded).
- 9.13 The Director of Finance shall review any funding not received by the anticipated due date, and follow up with the responsible Program Manager and/or funding agency to determine when the funding will be received and/or if the amount is collectible.
- 9.14 The Director of Finance shall ensure that all required project reports are completed and filed on time by the responsible Program Manager, and whether any projects can file a cost recovery claim based on the Assembly of Manitoba Chiefs completion of project activities up to the month-end.
- 9.15 The Director of Finance shall review all project reports prior to filing the report with the funding agency.

#### **10.0 COMMITMENT OF FUNDS**

The purchase of services, equipment and/or supplies requires two separate stages for expending funds. Stage one is the commitment of funds (using Purchase Orders) to purchase services or items. Stage two is the expenditure of funds (cheque writing) for the purchase of services or items.

The following policies and procedures contained in this section address proper procedures for controlling expenditures in the initial commitment of funds stage:

- 10.1 The Assembly of Manitoba Chiefs will, wherever possible, use purchase orders to commit funds for the purchase of services or items.
- 10.2 The Committee shall designate the Executive Director and the Director of Finance to have purchasing authority.
- 10.3 The Director of Finance and the Executive Director, under authority granted through a Personnel and Finance Committee motion, may authorize purchases to a maximum limit of \$50,000. That the Director of Finance and/or the Executive Director has verified that services or goods are required for the Assembly of Manitoba Chiefs and are in accordance with an existing funding/contractual agreement signed with the Assembly of Manitoba Chiefs funding agencies.
- 10.4 While the Personnel and Finance Committee has no authority limits, purchase orders exceeding \$50,000 must be approved in accordance with 14.3.
- 10.5 Under no circumstances are the purchasing limits of each authority to be circumvented through the use of two or more purchase orders to commit funds in the purchase of any one item or service.
- 10.6 The persons designated with purchasing authority, under authority granted through the Personnel and Finance Committee motion(s) may authorize a commitment of funds from the appropriate program budget.

## **Assembly of Manitoba Chiefs Financial Policies & Procedures**

---

- 10.7 Blank, numerically sequenced in duplicate, purchase order forms shall be issued and controlled by the Director of Finance. The blank purchase order forms are to be safely guarded under lock and key.
- 10.8 Any changes made to purchase authority positions, authority limits, or authorized accounts shall be approved by the Personnel and Finance Committee and duly recorded in the Personnel and Finance Committee meeting minutes.
- 10.9 An Assembly of Manitoba Chiefs employee, who wishes to purchase an item or service, shall obtain the best possible financial arrangement for the Assembly of Manitoba Chiefs. This means obtaining the best possible price quotes, bulk purchases and shipping cost available.
- 10.10 All authorized Purchase Orders will be submitted to the Accounts Payable Clerk, who will review the forms and verify the following:
- That the Program Manager has identified an approved and designated budget;
  - Purchases are made in accordance with the established regulations and procedures of the Assembly of Manitoba Chiefs;
  - The authorization to purchase has been approved by the Director of Finance or the Executive Director and the amount will not be in excess of \$50,000;
- 10.11 Upon such verification, the Accounts Payable Clerk shall fill out a purchase order and shall retain the original purchase order in finance and the second copy to the Program Manager who will forward it to the supplier.
- 10.12 All purchase orders are to be filled out in duplicate and are to contain the following information:
- the name and address of item or service supplier;
  - the unit price and quantity;
  - the description of item or service; and
  - the total cost of the purchase.
- 10.13 In assuring necessary funds are identified in an approved and designated budget, an expense account ledger code number will be placed on all purchase orders before the designated purchase authority signs the purchase order.
- 10.14 Upon receipt of a signed purchase order copy, which commits a large amount of funds, the Director of Finance will make a general journal notation to track outstanding committed funds on each expense account, where ever possible and practical.
- 10.15 The Accounts Payable Clerk shall ensure that:
- all invoices received are reconciled with the purchase orders;
  - the quality and quantity of all items on order are certified received; and
  - the price and total charge on the invoice are verified against the duplicate copy of the purchase order.



## **11.0 DISBURSEMENTS**

The second stage for the purchase of services, equipment and/or supplies is the payment of purchases. Normally, a vendor will submit an invoice or weigh bill for any services, equipment or supplies sold to the Assembly of Manitoba Chiefs.

Since all purchases must first have funds committed through the use of purchase orders, this section outlines the second stage to making a purchase; the cash disbursement stage:

- 11.1 Upon opening the mail, the Mailroom Clerk shall date stamp the invoices and forward them to the Accounts Payable Clerk, who will reconcile the invoices with the corresponding duplicate copies of purchase orders in her/his possession. The Accounts Payable Clerk will ensure that the quality and quantity of all items on order are certified received and the price and total charge on the invoice are verified against the duplicate copy of the purchase order.
- 11.2 Should there be discrepancies between the purchase order amount and the amount appearing on the invoice, the Accounts Payable Clerk will attempt to reconcile the difference with the authority that signed the original purchase order.
- 11.3 Only after the invoice has been reconciled by the Accounts Payable Clerk will the invoice together with the matching duplicate purchase order, be forwarded to the Director of Finance for approval.
- 11.4 The approved invoices will then be returned to the Accounts Payable Clerk to generate a Pre-Cheque Register on the date the invoice is due.
- 11.5 The Pre-Cheque Register will be reviewed by the Director of Finance and returned to the Accounts Payable Clerk to generate payment.
- 11.6 The Accounts Payable Clerk will make a debit entry to the appropriate accounts payable ledger account and make a credit entry to the designated cash account.
- 11.7 Upon the issuance of a cheque for an invoice, the invoice will be stamped "PAID" with the cheque number and issuance date shown. This will clearly indicate the invoice payment and prevent accidental duplicate payments.
- 11.8 Each cheque shall have the signatures of two (2) Senior Staff members with authorized signing authority. Note: whenever possible, the Director of Finance will always sign cheques. These signing authorities shall always review the supporting documentation prior to signing the cheque. Such documentation will be provided with the cheque at the time of signing.
- 11.9 No cheque shall be signed until the amount and the name of the payee is entered on the cheque. Under no circumstances, blank cheques shall not be signed.
- 11.10 Any changes to signing authority names or limits, must be approved by the Executive Director. The bank will be notified of any changes in signing authority.
- 11.11 For audit purposes and as proof of payment, the Director of Finance will ensure cheque stubs record :
  - . the date of payment;
  - . the amount of payment;
  - . the cheque number; and

- to whom the payment was made.
- 11.12 All documentation supporting a purchase transaction will be filed alphabetically by supplier name by the Accounts Payable Clerk.
- 11.13 Should a cheque be reported lost, destroyed, or stolen, it shall be cancelled and a stop payment order will be sent to the bank. A second cheque may be issued only after the bank has received a stop payment order. The Assembly of Manitoba Chiefs reserves the right to deduct the stop payment order fees from a re-issued cheque.
- 11.14 The Assembly of Manitoba Chiefs cheques not presented to the bank for payment (outstanding cheques) within six (6) months of the date of issue are considered "stale dated". These payments shall be voided and payment stopped. Another cheque may be issued upon request of the payee. An adjusted journal entry will be made on the void cheque once the bank has received the stop payment order.
- 11.15 All consecutively numbered blank cheques shall be securely stored under lock and key by the Director of Finance.
- 11.16 Whenever possible, authorized signing officers will not sign or prepare cheques made payable to themselves or to members of their immediate family. Immediate family is considered to include parents, spouses, siblings and children.
- 11.17 The GST rebate will be calculated at 50% of the stated GST amount on the invoice and expensed to the GST receivable account for all goods purchased. For invoices where GST has been included in the total invoice, but not clearly stated, the calculation will be the invoice amount multiplied by 7/107 for the GST receivable. The remaining invoice amount will be a debit to the appropriate expense account.
- ~~11.18 Subject to the availability of funds, the Executive Director shall have the discretionary amount of \$20,000 per year for requests for donations submitted to the Secretariat. The Grand Chief of the Assembly of Manitoba Chiefs shall have the discretionary amount of \$25,000 per year for donations to his office. Any request over the amount of \$10,000 must have the approval of the Personnel & Finance Committee before any amounts are paid out.~~

## **12.0 PETTY CASH**

- 12.1 The Assembly of Manitoba Chiefs will not have petty cash on hand.

## **13.0 CREDIT CARDS**

- 13.1 The use of a credit card is often necessary for the use of purchasing products or services for the Assembly of Manitoba Chiefs by staff or management. The Assembly of Manitoba Chiefs will have a company credit card and shall be used for the purchase of goods or services relating to the Assembly of Manitoba Chiefs business only under special circumstances, e.g. where the suppliers will not accept a purchase order or it is more cost efficient. The purchase of products or services must be approved by the Director of Finance and/or the Executive Director prior to purchase.

**14.0 CONTRACTS AND TENDERING**

- 14.1 Occasionally, the Assembly of Manitoba Chiefs may require the services of external contractors. Entering into a contract for the provision of any type of service with an outside contractor is considered a commitment to spend the Assembly of Manitoba Chiefs funding. This Contracts and Tenders Section is related to purchasing policies and procedures stated in this manual.
- 14.2 For contracts of less than \$20,000, the Executive Director reserves the right to authorize the Director of Finance or delegate to negotiate and recommend a specific contract on a sole source basis. The Executive Director shall approve all such contracts. For contracts exceeding \$20,000 must be signed by two Personnel and Finance Committee members.
- 14.3 Where a contract for services rendered to the Assembly of Manitoba Chiefs is expected to exceed \$50,000, tenders or quotes will be invited from at least three (3) firms, or be publicly advertised in local and regional newspapers. The Personnel and Finance Committee will authorize these contracts, exceeding \$50,000.
- 14.4 For professional contract services exceeding \$50,000, proposals for services will be invited from at least three (3) individuals or firms, or have a Request for Proposals publicly advertised in local and regional newspapers. The Personnel and Finance Committee will authorize these contracts, exceeding \$50,000.
- 14.5 A Request for Proposals (RFP), once advertised, will have the following documentation available for interested contractors:
- A letter of invitation
  - A statement of work required;
  - Proposal evaluation criteria; and
  - Contract Agreement (includes general conditions and terms of payment).
- 14.6 Tenders and proposals received are to be date stamped, kept safe, and opened by a minimum of two persons designated by the Executive Director after the deadline date for tender/proposal submission.
- 14.7 All tenders/proposals received shall be reviewed against an evaluation criteria list. The contract bidder or proposal proponent who best meets the evaluation criteria shall be recommended for the contract. First Nation and/or Aboriginal Businesses will be given preference.
- 14.8 Any contracts drawn and signed between the Assembly of Manitoba Chiefs and a contractor must clearly state all requirements of the contract in detail. The contract will contain a provision for the Assembly of Manitoba Chiefs to holdback a minimum of ten percent (10%) of the contract amount subject to the contractor complying with all contract deliverables.
- 14.9 Should the Assembly of Manitoba Chiefs not have the resources or expertise to execute any part of the procedures stated in this policy section, the Assembly of Manitoba Chiefs reserves the right to hire outside experts, such as consultants or engineers to execute these procedures on their behalf.

**15.0 BANK RECONCILIATION**

- 15.1 The receipt and deposit of funds and disbursements have a direct impact on the balance of the Assembly of Manitoba Chiefs bank accounts. Having proper procedures to execute these types of transactions, it is necessary to reconcile bank account statements with the recording of those transactions in the Assembly of Manitoba Chiefs account records.
- 15.2 In order to verify and prove the accuracy of the banks month end statement and the Assembly of Manitoba Chiefs account records, the Director of Finance will review all and signify in writing this review by initialing the bank statement. The review will include any errors, or other irregularities, signatories, endorsements. Upon review, the Director of Finance will forward for reconciliation.
- 15.3 The Payroll Clerk shall perform a reconciliation of the banks statement of the Assembly of Manitoba Chiefs accounts with the Assembly of Manitoba Chiefs accounting records. The reconciliation shall be performed as soon as the month end account statements are received from the bank.
- 15.4 During reconciliation, the Payroll Clerk shall compare the deposits listed on the bank statement with deposits shown in the Assembly of Manitoba Chiefs accounting records and receipts book. Any discrepancies will be noted and corrected and a list of errors or unrecorded items compiled.
- 15.5 All cleared cheques, included with the bank statement, shall be compared with each bank statement listing in the order of their listing. Any discrepancies or errors are to be noted.
- 15.6 All cancelled cheques will then be re-arranged in numerical order (the order in which they were written). The previous month's reconciliation shall be used to determine if any cheques outstanding at the end of that month are still outstanding. The previous month's reconciliation shall also be used to determine if any deposits that were unrecorded by the bank at the end of the previous month have been recorded. Any discrepancies or errors are to be noted.
- 15.7 Any bank memorandum entries on the bank statement are to be verified and compared to entries in the accounting records.
- 15.8 Any memorandums that do not appear in the accounting records are to be noted.
- 15.9 Once the reconciliation has been finalized, it will be presented to the Director of Finance for review and approval. The Director of Finance will check the additions, ensuring all appears reasonable and then sign the reconciliation.
- 15.10 A reconciliation statement that adjusts the bank statement with the accounting record of cash balance is to be prepared. All previously noted discrepancies are to be taken into account and justified with the correct balance. Should debits or credits appear on the bank statement which does not appear in the Assembly of Manitoba Chiefs accounting records, adjusting entries shall be made to the accounting record.

**16.0 PAYROLL**

- 16.1 First Nations, on reserve, are subject to federal jurisdiction. Therefore, all employee payroll policies must adhere to the Labour Codes of Canada.
- 16.2 The Assembly of Manitoba Chiefs has adopted the salary schedules of Federal Public Service Commission for each employment position at the Assembly of Manitoba Chiefs. These salary schedules will be approved by the Personnel and Finance Committee.
- 16.3 The Assembly of Manitoba Chiefs will pay salaries to its employees bi-weekly (26 pay periods per year).
- 16.4 Pay periods shall be established as every second Friday and the pay period shall include hours worked up to the previous Friday.
- 16.5 Each employee is expected to make daily work attendance entries on attendance/leave records (sign in sheets at front desk).
- 16.6 The Payroll Clerk shall submit the pre-cheque payroll register to the Director of Finance, who will review, approve and signify this approval in writing prior to processing payroll.
- 16.7 A statement of earnings, which lists all deductions or additions made, shall be drawn up to calculate and record the payroll amounts to be direct deposited into each employee's bank account. This information is to be contained in a payroll report, which is reviewed and approved by the Director of Finance to authorize the direct deposit of payroll amounts. Authorized payroll deductions may include:
- Income Tax for non-Treaty status employees
  - Employment Insurance Premiums
  - CPP
  - Benefits Package Premiums (Group Insurance and Pension)
- 16.8 The Assembly of Manitoba Chiefs have chosen to direct deposit payroll into employee accounts, and the Payroll Clerk will complete the financial institution direct deposit form and submit the form to the financial institution. The financial institution then sends a confirmation of receipt to the Director of Finance, who will then review and verify the payroll transaction.
- 16.9 The Executive Director shall authorize any salary adjustments for staff. Salary adjustments (raises) are to be incorporated into the annual budget planning process. Any salary adjustments will be determined on the basis of funding availability, increases / decreases to a position's workload, performance evaluations and annual inflation rates. The Grand Chief of the Assembly of Manitoba Chiefs shall authorize the Executive Director's salary adjustments.
- 16.10 The Assembly of Manitoba Chiefs may not issue salary advances to employees. Only in cases of extreme financial hardship, can employees petition the Director of Finance for a salary advance. This petition is submitted to the Director of Finance in writing.
- ~~16.11 In cases where an employee's extreme financial hardship justifies a salary advance and subject to the organization's cash flow status the maximum amount advanced shall not~~

~~exceed 30% of the employee's bi-weekly gross earnings and must be paid back within the next two (2) consecutive pay periods.~~

~~17.0.1~~ Part-time employees will be hired on a contract or hourly rate basis, to be agreed upon at the time of hiring. Part-time hourly rate employees will receive holiday pay or equivalent vacation at the rate of 4% of gross earnings.

## **17.0 TRAVEL**

The Assembly of Manitoba Chiefs staff will be required to travel on occasion. This policy section establishes the rules and procedures for travel; authorization, arrangements, and financial accountability.

- 17.1 Travel budgets shall be established for all departments. The budgets shall be established in accordance with the Budgets policy section of this financial manual.
- 17.2 Each Department/Program shall have a coded expense account established and designated for travel purposes. Such accounts will contain budgeted funding limits approved by the Committee.
- 17.3 The Program Manager shall authorize travel for their office staff. The Executive Director and/or the Director of Finance shall authorize the Travel Requisition and such authorization shall be contingent upon:
  - a) travel costs being within travel budget limits;
  - b) sufficient funds being available in the designated expense account; and
  - c) Executive Director having final authorization should the purpose of the travel be in question.
- 17.4 Upon receiving travel authorization, it shall be the responsibility of each staff member to ensure coordination of travel arrangements. Each staff member will collect all travel information necessary, make travel arrangements, book accommodations, prepare travel itineraries and travel requisitions. Co-ordination of all travel arrangements is to be completed in a timely manner.
- 17.5 Upon approval, travel requisitions shall be submitted to the Accounts Payable Clerk for cheque issuance.
- 17.6 Upon return from travel, all the Assembly of Manitoba Chiefs staff may reconcile their actual travel expenses to the travel allowance received. If the actual travel expenses exceed the allowance received, then the staff shall complete a travel expense claim, which will reflect the actual costs of travel minus any travel allowances issued. Receipts must be provided to support any additional out-of-pocket travel expenses the staff member wishes to claim. Additional costs may include:
  - . taxi fares
  - . bus fares
  - . airport improvement fees
  - . parking fees

- registration fees etc.
- 17.7 From time-to-time host agencies of conferences and meetings will subsidize, or partially subsidize, transportation and accommodation expenses. In these cases, the staff member will provide a copy of his / her travel expense claim, in accordance with host agency rates, with any supporting receipts to the Accounts Receivable Clerk for expense reimbursement.
- 17.8 A staff member who fails to attend meeting / conference sessions will be required to notify his / her immediate supervisor outlining the reasons. Should a staff member receive a travel allowance for a trip not taken, that staff member will be required to repay the travel allowance to the Assembly of Manitoba Chiefs.
- 17.9 Any staff member who cannot attend the out of town meeting or conference for which travel arrangements have already been made, must personally cancel those travel arrangements and notify the Director of Finance in writing.
- 17.10 All employees and representatives using private vehicles for authorized travel must have a valid class five (5) drivers license and a minimum \$1,000,000 third party liability vehicle insurance.
- 17.11 Staff have a choice in selecting a preferred mode of transportation should the business location be accessible by both methods of air or ground transportation. However, the Assembly of Manitoba Chiefs reserves the right to reimburse the employee the lesser costs of ground mileage or airfare. Reimbursement will not cover business or first class airfare.

**18.0 TRAVEL ALLOWANCES:**

- 18.1 Private vehicle allowance for staff shall be claimed at a rate of \$ 0.47 per kilometer.
- 18.2 Each staff member who travels on authorized business will be provided with a meal allowance. Rates for meal allowance shall be provided in accordance with the following schedule:

Breakfast	\$ 9.00 per day
Lunch	\$10.50 per day
Dinner	\$30.00 per day
Commercial Incidentals	\$10.50 per day
Total per day:	\$60.00 per day

- 18.4 Eligibility to claim meal allowances shall be as follows:

Breakfast	Departing or on travel status on or before 7:00 a.m.
Lunch	Departing or on travel status on or before 12:00 p.m.
Dinner	Arriving or on travel status on or before 7:00 p.m.
Commercial Incidentals	Dependent upon an accommodations claim

- 18.3 Any staff members who attend out of town meetings or conferences, within the province, for which the staff are required to stay over night will receive a per diem of \$200.00 per day to



cover all travel related expenses except mileage, car rental or airfare and \$325.00 per day for out of province travel. In addition, staff will be reimbursed up to a maximum of \$50.00 per day for childcare when attending the out of town meetings or conferences. The staff must submit the childcare receipt to the Director of Finance for reimbursement. Staff who require use of commercial accommodation will ensure the rates for accommodation are reasonable and affordable given the allowance received.

18.4 Travel Expenses for Committee Members will use the following rates that have been established for travel expenses or per diem to be paid to those authorized to attend meetings as official delegates of the Assembly of Manitoba Chiefs membership (including First Nation Elders):

- \$200.00 per day (in province travel) plus mileage or airfare; and
- \$325.00 per day (out of province/country travel – in the currency of the country they are traveling to) plus mileage, car rental or airfare.
- For elders that are on elder committees and are not employed shall receive an additional \$150 honorarium
- For the remote communities, additional consideration is required for travel (such as helicopters, boats, skidoos, etc.) a \$50.00 flat rate will be added per person – anything over the \$50.00 will be based upon a receipt. [Motion Oct. 24/08]
- To stay within budget allocations – travel expenses will only be provided to those representatives officially appointed or invited to the Chiefs Committee meetings will be reimbursed for travel. Those who attend for information purposes will be at their own cost.

18.5 Committee members must attend at least two-thirds of any meeting or workshop in order to receive their per diem, with the exception of an emergency.

18.6 If Committee members attend a meeting for which the sponsoring agency pays the expenses, an honorarium will not be in effect.

18.7 Voluntary participation on Committees will be encouraged. Any out-of pocket expenses will be compensated. In certain circumstances, and in accordance with the Assembly of Manitoba Chiefs ability to pay, a schedule of honorarium may be adopted.

18.8 If travel advances have been provided, the travel claim will be submitted upon return. If the amount of the claim is less than the advance, the Assembly of Manitoba Chiefs representative must immediately refund the difference.

18.9 If elders require escorts to travel to attend meetings of the Assembly of Manitoba Chiefs, the escorts shall receive:

- \$200.00 per day (in province travel) plus mileage or airfare.

## **19.0 INVENTORY OF CAPITAL ASSETS**

19.1 Once assets are purchased, a permanent record of their existence is required. Maintaining a record of assets and their value, on-hand and up-to-date, provides auditors, creditors and the

funding agency with an accurate representation of the Assembly of Manitoba Chiefs financial worth.

- 19.2 A complete inventory list of all the Assembly of Manitoba Chiefs assets shall be established and updated annually to include:

- the cost and date of original purchase;
- the date of sale; and
- the write-off or surplus price.

This inventory shall be updated annually with a copy provided to the auditor.

- 19.3 The asset shall be recorded if it is purchased at a minimum price of \$100.00 or deemed to have "lasting value". Where lasting value is defined as having long term worth and may be amortized.

- 19.4 As assets are purchased, a copy of covering invoices for the assets shall be maintained in a separate file that contains a master inventory list. At the end of each fiscal year these invoices will be used to update the master inventory list.

- 19.5 This master inventory list will contain the following asset information:

- a) brief description of each item purchased;
- b) the serial number allocated to the item; and
- a) the item's cost and date of purchase.

- 19.6 Periodically, the Director of Finance will assign an employee to verify the existence of the items contained on the master inventory list. This employee shall prepare a list of missing, unserviceable or obsolete items for the Director of Finance to write-off, sell or surplus.

- 19.7 In the event there are assets missing, a staff member will be assigned to track down and locate the missing item (s). Should any of these items be of significant value, a report will be filed and the asset's value recovered under the Assembly of Manitoba Chiefs insurance policy.

- 19.8 Only the Director of Finance and Executive Director are authorized to write-off, sell or surplus an asset item.

- 19.9 Should an asset item be approved for write-off, sale or surplus, the asset is to be deleted from the master inventory list and the signature of the Director of Finance or Executive Director beside the deleted item.

## **20.0 SECURITY OF ASSETS**

### **20.1 Insurance**

The Senior Management Team shall ensure adequate insurance coverage is obtained to protect the full value of all of the Assembly of Manitoba Chiefs assets.

Unauthorized, personal use of assets will not be permitted

It shall be a shared responsibility of office staff to maintain health, sanitation and fire safety standards in the Assembly of Manitoba Chiefs office.

## **20.2 Computers**

The Assembly of Manitoba Chiefs financial data is to be backed-up on a daily basis. The back up may be in the media form of diskette or tape and will be stored:

- under lock and key;
- at a location away from the Finance office; and
- in a fireproof container.

Anti-virus software will be installed onto each computer and regularly updated;

Passwords will be required to access computer use; and

The use of external diskettes or CDs is not permitted.

## **20.3 Building Entry**

Office keys, magnetic office keys and the alarm system code, shall be provided to a limited number of the Assembly of Manitoba Chiefs employees. Keys issued to employees will be signed for, and under no condition shall any key (s) be transferred to, or duplicated for, another employee or person.

Staff assigned key (s) and the alarm code, have the responsibility for locking and securing the office before leaving and are also responsible for using their assigned keys to secure assets located within the office.

## **21.0 INVESTMENTS**

21.1 From time to time, funds may become available for investment purposes. The funds may come from a variety of sources.

21.2 The Assembly of Manitoba Chiefs have an obligation to the Assembly of Manitoba Chiefs membership to maintain and operate the assets of the Assembly of Manitoba Chiefs in a prudent and responsible manner. The purpose of this section is to describe some of the investment options available to the Assembly of Manitoba Chiefs.

### **Types of Investments**

21.3 The selection of an appropriate investment for the Assembly of Manitoba Chiefs funds depends on the date when the funds will be required to pay for the committed or earmarked expenditures and whether the funds are already committed or earmarked for expenditure.

For example, government funds received for continuing operations will be maintained in a low-risk investment such as interest bearing securities issued by Chartered Banks or an interest-bearing bank account. In this example, the funds will be readily available to pay for the expenditures as they are incurred, and interest income will be earned up until the funds are expended.

21.4 Investments other than low-risk investments shall only take place after careful consideration, review and approval by Senior Management.

**Risk**

- 21.5 Senior Management must weigh the risk of losing money against the potential income that may be earned from an investment. Investments that offer a potentially higher return of income typically involve a higher risk of losing money.
- 21.6 Only low-risk portfolio investments are generally suitable for the Assembly of Manitoba Chiefs. This is in part because the assets of the Assembly of Manitoba Chiefs belong to its membership.
- 21.7 A conservative, low-risk approach is warranted because Senior Management has a responsibility to protect the assets of the Assembly of Manitoba Chiefs and ensure that sufficient financial resources are available to meet its commitments.
- 21.8 Portfolio investments having a medium to high risk are generally not suitable for the Assembly of Manitoba Chiefs.

**Acceptable Investments**

- 21.9 Acceptable low-risk portfolio investments for the Assembly of Manitoba Chiefs include Canadian Federal and Provincial Government-guaranteed securities (e.g., government-issued bonds), Term deposits, GIC's, and Money Market mutual funds issued by Canadian Chartered Banks.

**Procedures**

- 21.10 The Director of Finance shall maintain a Portfolio Investment for each ledger. The Director of Finance shall record in the ledger, for each type of investment:
- moneys invested,
  - income (losses) realized,
  - redemptions and purchases of investments,
  - moneys withdrawn from the investment account.
- 21.11 The Director of Finance shall maintain a Portfolio Investment ledger file that shall contain:
- the Portfolio Investment ledger,
  - portfolio investment confirmation slips issued by the financial institution for each purchase/sale
  - portfolio investment statements issued by the financial institution.
- 21.12 At month end the Director of Finance shall reconcile the portfolio investment ledger accounts for each portfolio investment to the statements issued by the financial institution. The Director of Finance shall record any required adjustments to the portfolio investment ledger accounts and the general ledger.

**22.0 ANNUAL YEAR END AUDITS**

- 22.1 The Assembly of Manitoba Chiefs is required to have an audit conducted through out the fiscal year (April 1st to March 31st). The annual audit provides assurances to the Assembly of Manitoba Chiefs membership and to the Assembly of Manitoba Chiefs funding agencies

that all revenues received by the Assembly of Manitoba Chiefs are properly accounted for, and that expenditures were made appropriately. Annual audits also provide the Assembly of Manitoba Chiefs membership, at an annual general assembly, with the opportunity to review information on how their elected government utilized the Assembly of Manitoba Chiefs membership funds.

- 22.2 Detailed financial statements covering all financial activities of the Assembly of Manitoba Chiefs shall be prepared annually, or as requested by the organization's funding agents.
- 22.3 Audit tendering to be completed every three years and that the auditor will be appointed for a term of three years to coincide with the Grand Chief's term.
- 22.4 The Personnel and Finance Committee, through the Senior Management shall appoint the Auditor to audit financial statements, records and supporting documentation of the Assembly of Manitoba Chiefs. The audit shall be completed and submitted to Senior Management on, or before, June 30th for fiscal years ending March 31<sup>st</sup>.
- 22.5 The Auditor must be one of the following:
  - a Chartered Accountant; or
  - a Certified General Accountant; or
  - a Certified Management Accountant,
  - and must be licensed to practice audits under Provincial Guidelines.
- 22.6 The Assembly of Manitoba Chiefs requires that the Director of Finance and Auditor meet five (5) to six (6) months prior to fiscal year-end to discuss what information, other than bookkeeping records, the Auditor will require. This process determines pre-audit specifications and will help reduce the Assembly of Manitoba Chiefs auditing costs.
- 22.7 Upon selection of a qualified auditor an engagement letter shall be drawn up and signed by both Director of Finance and the Auditor.
- 22.8 The final audit report prepared by the Auditor shall be signed by the Executive Director and Director of Finance and shall be recorded in the Personnel and Finance Committee meeting minutes as being reviewed and approved.
- 22.9 Following the Personnel and Finance Committee approval, the final audit report is to be presented to the Assembly of Manitoba Chiefs membership at an annual assembly where the Assembly of Manitoba Chiefs membership financial issues, questions and concerns may be addressed.
- 22.10 As part of the annual audit of financial statements, the Auditor shall prepare a Management letter that comments on and lists recommendations relating to the Assembly of Manitoba Chiefs financial management practices and its system of internal controls. Senior Management shall ensure that, where appropriate, the recommendations of the auditor are implemented.
- 22.11 The Director of Finance will ensure that the audit report and any other relevant financial records are made available to funding agencies, should they request them.

**23.0 AMENDMENTS**

- 23.1 The financial policies and procedures contained in this Financial Policies and Procedures Manual will be reviewed and can be amended periodically.


The following policies and procedure are to be followed when amending financial policies:

- 23.2 Amendments to these financial policies and procedures require the approval of the Personnel and Finance Committee. Any such amendments shall be stated in a formal motion and shall appear in the meeting minutes of the Committee.
- 23.3 The Personnel and Finance Committee shall assign the Director of Finance to review these financial policies on an annual basis, who will report back to the Personnel and Finance Committee on any financial policies that require modification or change.
- 23.4 Recommendations to amend any part of these financial policies and procedures must be submitted in writing to the Personnel and Finance Committee.
- 23.5 The Executive Director and the Director of Finance, will ensure the financial policies and procedures are updated in accordance with the Personnel and Finance Committee motions to amend. The Executive Director and the Director of Finance shall also ensure all relevant staff are informed, in writing, of any changes to these financial policies and procedures.

## 24.0 SAMPLE FORMS

### 24.1 Receipt

RELEASE NUMBER	DATE	NAME	DESCRIPTION CODE	AMOUNT RECEIVED
198 PC 000 715				
058 70 100 1000				



**ASSEMBLY OF MANITOBA CHIEFS**

**SUB OFFICE:**  
200-260 St. Mary Avenue  
Winnipeg, Manitoba R3C 0M6  
Telephone: (204) 956-0010  
Fax: (204) 956-2109

RECEIPT NO **3126**


**HEAD OFFICE:**  
Brokenhead Ojibway Nation  
Scatterbury, Manitoba R0E 1R0  
Telephone: (204) 766-2411  
Fax: (204) 766-2443

KEEP THIS RECEIPT FOR YOUR RECORDS.

*Thank You*


### 24.2 Deposit Slip

ASSEMBLY OF MANITOBA CHIEFS



**RBC**  
Royal Bank

ASSEMBLY OF MANITOBA CHIEFS



000070031

1000957090

51



**24.3 Assigned Account Codes**

***[TO BE UPDATED BY FINANCE]***

**ASSEMBLY OF MANITOBA CHIEFS  
Assigned Account Codes  
Program / Budget Areas**

**SECRETARIAT DIVISION**

100	Economic Development
116	Education Secretariat
120	CFS Secretariat
125	R & PD
127	Information Technology
130	Conferences & Minor Projects
135	Core Administration
136	Communications
140	Gaming
150	Human Resources
160	Grand Chiefs Office
165	Health Secretariat
170	Social Policy
220	Women's Secretariat
225	Youth
235	AFN Vice Chiefs Office
245	Treaties

**HRDC DIVISION :**

251	Employment & Training
252	Day Care
253	Youth Development
254	Capacity Building
255	Disability
256	Administration Head Office
260	Urban Residents

## 24.4 Purchase Order Form



### ASSEMBLY OF MANITOBA CHIEFS SECRETARIAT INC.]

2<sup>nd</sup> Flr. Kensington Building - 275 Portage Avenue

Winnipeg, MB

R3B2E5

Phone: (204) 956-0610

Fax: (204) 956-2109

www.manitobachiefs.com

#### PURCHASE REQUISITION

DATE:		P.O. #:	
-------	--	---------	--

ATTENTION:	
RE:	

QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT
SUBTOTAL			
PST			
GST			
TOTAL			

FOR ACCOUNTING PURPOSES ONLY		
ACCOUNT NAME	ACCOUNT NUMBER	AMOUNT
TOTAL		

REQUESTED BY:		SIGNATURE:	
PROGRAM SUPERVISOR:		SIGNATURE:	

AUTHORIZED BY:	Executive Director	AND AUTHORIZED BY:	Finance Administrator
SIGNATURE:		SIGNATURE:	

**24.5 Deduction Authorization Form in accordance with 16.11 above:**

FORM TO BE REVISED

**ASSEMBLY OF MANITOBA CHIEFS**  
**Deduction Authorization Form**

I, \_\_\_\_\_, hereby authorize the following salary advance payments:

I agree receiving the above stated salary advance payment of \_\_\_\_\_ and authorize the AMC to deduct the following repayment amounts from my paycheques:

Date: _____	Deduction Amount: \$ _____
Date: _____	Deduction Amount: \$ _____
Date: _____	Deduction Amount: \$ _____
Date: _____	Deduction Amount: \$ _____
Date: _____	Deduction Amount: \$ _____
Date: _____	Deduction Amount: \$ _____

Total Deduction/repayment amount advanced: \$ \_\_\_\_\_

Should this advance be owing upon termination of my employment, I authorize the AMC to deduct this amount from my future income tax payments.

Signature: \_\_\_\_\_ Approved By: \_\_\_\_\_  
Date: \_\_\_\_\_ Date of M.C.F. Review or Extension: \_\_\_\_\_

Page 36 of 40

## 24.7 Auditor Terms of Reference

### ASSEMBLY OF MANITOBA CHIEFS Auditor Terms of Reference

The Auditor Shall:

1. Perform, in accordance with accepted auditing standards, a general review of the AMC's accounting procedures, and such tests of accounting records as the Auditor deems necessary under the circumstances.
2. Have access, at reasonable hours, to the AMC's accounting records, supporting documentation, including minutes of Senior Management meetings.
3. Meet with the Director of Finance, the Executive Director, and other staff as appropriate, three to four months prior to fiscal year end to review all pre-audit requirements.
4. Prepare financial statements in accordance with generally accepted accounting principles as defined by the Canadian Institute of Chartered Accountants Handbook. Additional reporting requirements may be necessary pursuant to the INAC Accounting Guide for First Nations in Canada.
5. Prepare and submit a draft copy of the audited financial statements to the AMC Senior Management together with a copy of any adjustments made to the AMC financial records. Review the draft audited financial statements with the Director of Finance and Executive Director.
- 6.
7. Prepare and submit final audited financial statements to the Director of Finance on or before July 31<sup>st</sup>.
8. Prepare and submit a Management Letter listing recommendations on improvements to the AMC's accounting system, internal controls and audit preparation procedures.

## 24.8 Overtime Claim

ASSEMBLY OF MANITOBA CHIEFS SECRETARIAT INC.  
**OVERTIME CLAIM**

NAME:	
PROGRAM:	
POSITION/TITLE:	

OVERTIME WORK	
OVERTIME DATES & WORK PERFORMED	
NUMBER OF OVERTIME HOURS WORKED	
CALCULATION (indicate time and half, double, etc.)	
OVERTIME TRAVEL	
OVERTIME DATES TRAVELED & DESTINATION	
NUMBER OF OVERTIME HOURS TRAVELED	
CALCULATION (indicate time and half, double, etc.)	
TOTAL OVERTIME HOURS	

I request the above TOTAL OVERTIME HOURS be administered in the following method (please check one):

☐ Overtime Paid Out    ☐ Compensation Time (Banked Time)    ☐ Accumulated Balance Forward

REQUEST OVERTIME AS STATED ABOVE			
EMPLOYEE'S SIGNATURE:		DATE:	
PRE-APPROVED BY:			
IMMEDIATE SUPERVISOR:		DATE:	
AUTHORIZED BY:			
DIRECTOR OF HUMAN RESOURCES:		DATE:	

Recorded: \_\_\_\_\_

## 24.9 Cheque Requisition



### ASSEMBLY OF MANITOBA CHIEFS SECRETARIAT INC.

2<sup>nd</sup> Floor – Kensington Building

275 Portage Avenue

Winnipeg, MB

R3B 2E3

Phone: (204) 556-0610

Fax: (204) 556-2109

www.manitobachiefs.com

#### CHEQUE REQUISITION

DATE REQUESTED:		AMOUNT:	
DUE DATE:		TIME:	
DELIVERY INSTRUCTIONS:	<input type="checkbox"/> For Pickup <input type="checkbox"/> To be mailed out by Finance <input type="checkbox"/> Other:		

PAY TO THE ORDER OF:	
ADDRESS OF PAYEE:	

#### PURPOSE OF REQUISITION

FOR ACCOUNTING PURPOSES ONLY		
ACCOUNT NAME	ACCOUNT NUMBER	AMOUNT
TOTAL		

REQUESTED BY:		SIGNATURE:	
PROGRAM SUPERVISOR:		SIGNATURE:	

AUTHORIZED BY:	A/Executive Director	AND AUTHORIZED BY:	Finance Administrator
SIGNATURE:		SIGNATURE:	

PAYEE SIGNATURE:	
------------------	--





# Exhibit F

## Budget for AMC Participation at National Inquiry into MMIWG

Please note, as the number of hearings and hearing days is not known, there is considerable uncertainty in this budget. This budget has been estimated and includes anticipated Assembly of Manitoba Chiefs (“AMC”) attendance at six (6) hearings at the national level, and all hearings at the regional level. Should there be additional hearings in which AMC seeks to participate, AMC reserves the right to seek to add the cost of such participation to this proposed budget.

The legal team representing AMC at the National Inquiry into Missing and Murdered Indigenous Women and Girls (“the Inquiry”) includes Attorneys from the Public Interest Law Centre (“PILC”) in Winnipeg. PILC has worked with various counsel in a variety of proceedings and has expertise in efficiently assembling legal teams with specific expertise in a manner that minimizes duplication. In addition, due to the relationship that PILC has established with academic institutions in Winnipeg, PILC is able to enlist the assistance of students, which reduces the estimated budget.

Our understanding is that the allowable costs for legal fees are “for services such as the preparation for and attendance at hearings, interviews, meetings and other occasions arranged or deemed necessary by the Commissioner, as well as both the preparation of submissions and the review of materials requested by the Commissioner.” The tariffs for legal fees are set in relation to Counsel's years from the Call to the Bar. This proposed budget has been prepared in accordance with these criteria.

The Director of the Public Interest Law Centre has 20+ years from the Call to the Bar and will be making a *pro bono* donation of 100 hours to assist with preparation of cross-examination, written submissions, closing argument and opening statement. Legal fees included in this budget for private bar counsel are significantly lower than the market rates.

The assignment of legal resources will be done in an issue specific manner that builds upon team expertise and minimizes duplication.

In addition, the AMC First Nations Women's Committee (“FNWC”) will be coordinating much of the participation of AMC at the Inquiry. The nine (9) members of the FNWC are from various First Nations in Manitoba, including some remote First Nations. The FNWC meet quarterly, and throughout the duration of the Inquiry AMC will contribute half of the cost of bringing together the FNWC as the Inquiry will not be the only matter discussed.

Task	Counsel/Student	Hourly Rate	Estimated # of Hrs	Total (\$)
1. Update of Literature Review since last compiled in July 2016 for the Families First Report.  Tasks include: <ul style="list-style-type: none"><li>preparing a summary or index of existing literature</li></ul>	Junior Counsel (0-2 years from Call to the Bar)	\$100	80-100	\$8,000-10,000

Task	Counsel/Student	Hourly Rate	Estimated # of Hrs	Total (\$)
<ul style="list-style-type: none"> <li>• preparing annotated bibliography of key reports</li> <li>• preparing a list of other existing resources</li> <li>• preparing an index of all materials</li> <li>• conducting further research of literature released since July 2016</li> </ul>				
2. Identifying and Contacting Potential Witnesses – in such areas as CFS, human trafficking, gangs, best practices for keeping women and children safe.	Senior Counsel (20+ years from Call to the Bar)	\$350	5	\$1,750
Tasks include: <ul style="list-style-type: none"> <li>• brainstorming potential witnesses</li> <li>• literature review of potential witnesses</li> <li>• contacting potential witnesses</li> <li>• follow up with potential witnesses</li> </ul>	Student	\$15	40	\$600
3.AMC Staff representative to coordinate file from AMC perspective.		\$2,000 (monthly)		\$30,000
Tasks include: <ul style="list-style-type: none"> <li>• monitoring file</li> <li>• coordination between FNWC, AMC and legal team</li> </ul>				

Task	Counsel/Student	Hourly Rate	Estimated # of Hrs	Total (\$)
<p>4. Contribution to AMC secretariat and FNWC</p> <p>Tasks include:</p> <ul style="list-style-type: none"> <li>• coordinating AMC participation</li> <li>• reporting to Chiefs-in-Assembly and receiving feedback and direction</li> <li>• reporting to and receiving direction from AMC executive</li> </ul>	FNWC	\$5,250 (quarterly)		\$26,250 (5 quarters)
<p>5. Counsel Engagement and Interviews with Key Informants at AMC</p> <p>Tasks include:</p> <ul style="list-style-type: none"> <li>• engagement with First Nation's Women's Council</li> <li>• putting together a work plan</li> <li>• identifying key informants</li> <li>• creating a schedule</li> </ul> <p>Interviews will be conducted with AMC experts in the following areas:</p> <ul style="list-style-type: none"> <li>• Child welfare</li> <li>• Human trafficking</li> <li>• best practices for keeping women and children safe</li> <li>• transitioning to urban centres</li> <li>• health</li> <li>• education</li> </ul>	Junior Counsel (0-2 years from Call to the Bar)	\$100	25-30 hours	\$2,500-3,000

Task	Counsel/Student	Hourly Rate	Estimated # of Hrs	Total (\$)
6. Taking Instructions from the Client  Tasks include: <ul style="list-style-type: none"> <li>• 4 or 5 meetings</li> <li>• emails</li> <li>• briefing memos</li> </ul>	Junior Counsel (3-4 years from Call to the Bar)	\$120	30 hours	\$3,600
7. Hearing and Transcript Monitoring.  Tasks include: <ul style="list-style-type: none"> <li>• preparing briefing notes on key matters</li> </ul>	Student  Senior Counsel (7-8 years from Call to the Bar)  Junior Counsel (0-2 years from Call to the Bar)	\$15  \$160  \$100	240 hours  75 hours  75 hours	\$3,600  \$12,000  \$7,500
8. Witness Preparation and Cross-exam Preparation  Tasks include: <ul style="list-style-type: none"> <li>• literature review and background of witness subject to cross-examination</li> <li>• putting in evidence</li> </ul>	Junior Counsel (3-4 years from Call to the Bar)  Senior Counsel (7-8 years from Call to the Bar)	\$120  \$160	40-80 hours  280-320 hours	\$4,800-9,600  \$44,800-51,200
9. Preparation of Opening Statement, Closing Argument, Written Argument  Tasks include: <ul style="list-style-type: none"> <li>• workshop between Counsel, AMC and FNWC on written submission and closing argument</li> </ul> Reports will include: <ul style="list-style-type: none"> <li>• key findings</li> <li>• key messages</li> </ul>	Senior Counsel (20+ years from Call to the Bar)  Junior Counsel (7-8 years from Call to the Bar)	\$350  \$160	40-60 hours  40-60 hours	\$14,000-21,000  \$6,400-9,600

Task	Counsel/Student	Hourly Rate	Estimated # of Hrs	Total (\$)
10. Attending Hearing, Conducting Cross-examinations and Presenting Closing Submission	Junior Counsel (7-8 years from Call to the Bar)	\$160	53-72 hours	\$8,480-11,520
Counsel and AMC will attend the hearing with respect to the following areas: <ul style="list-style-type: none"> <li>• Child Welfare</li> <li>• Human Trafficking</li> <li>• Gangs</li> <li>• Transitioning to urban centres</li> <li>• Failures of the justice system</li> <li>• Best practices for keeping women and children safe at local levels</li> <li>• Indigenous worldviews, values and legal traditions</li> <li>• Commemoration and honouring of survivors, families and MMIWG</li> <li>• Health systems</li> <li>• Education systems</li> </ul>	Senior Counsel (20+ years from Call to the Bar)	\$350	98-136 hours <sup>1</sup>	\$34,300-47,600
11. Liaising with Commission Counsel and Counsel for other parties	Senior Counsel (7-8 years from Call to the Bar)	\$160	40 hours	\$6,400
12. Travel and Associated Costs				\$5,000

1 The number of hearing days that will be scheduled is not known. The number of hearing days for the different areas of focus have been estimated by AMC Counsel as follows: Child welfare = 5 days; Human trafficking and sexual exploitation = 3 to 5 days; Best practices for keeping women and children safe at local levels = 2 days; Commemoration and honouring of survivors, families and MMIWG = 1 to 2 days; Education and education systems = 3 to 5 days; Health = 3 to 5 days. The estimated number of hours for attendance at the hearing is calculated at 8 hours per day. The range of estimated hearing days AMC will attend in total = 17 to 24 days, or 136 to 192 hours. It is further estimated that Junior Counsel will attend the hearing and conduct cross-examinations 33% of the time and Senior Counsel will attend the hearing and conduct cross-examinations 66% of the time. 1 extra day has been added in for both Junior and Senior Counsel to attend and present the Closing Submission.



Task	Counsel/Student	Hourly Rate	Estimated # of Hrs	Total (\$)
13. Disbursements				\$3,000-4,000
14. Media Consultation				\$3,000
15. AMC Administrative Costs (15%)				\$35,997-42,183
16. Contingency in the event of filing or responding to motions	Senior Counsel (20+ years from Call to the Bar)	\$350	40 hours	\$14,000

**Estimated Total = \$275,977.00 – 323,403.00**

# Exhibit G

# Assembly of Manitoba Chiefs

## Secretariat Operations

### 2017/2018 Budget

	Budget 2017/2018
<b>Revenue:</b>	
INAC	500,000
Province of Manitoba	325,000
Other Revenue	1,030,000
	<hr/> 1,855,000
<b>Expenditures:</b>	
Salaries and Benefits	1,100,000
Travel	200,000
Bank charges and interest	10,000
Audit	15,000
Insurance	12,000
Legal	35,000
Meeting expense - facilities & hospitality	64,000
Professional and consulting	125,000
Donations	25,000
Furniture and equipment lease	60,000
Office supplies	18,000
Rent	141,000
Telephone	35,000
Computer purchases	15,000
	<hr/> 1,855,000
<b>Surplus (Deficit)</b>	<hr/> -

# Exhibit H

## **Biographies for the AMC Legal Team for the National Inquiry into MMIWG**

### **Anita Southall**

Anita Southall is a Partner with Fillmore Riley LLP in Winnipeg.

She was admitted to the Manitoba Bar in 1988 and has been in private practice for approximately 29 years practicing primarily in civil litigation. She currently practices in the areas of wills, trusts and estate management including estate litigation and administrative law.

Anita has acted as general counsel to The Public Utilities Board of Manitoba from 2004 to 2016 on a myriad of regulatory matters.

Anita has served as a Bencher of the Law Society of Manitoba since 2012. Since that time she has served on a number of Law Society committees. She currently serves on the President's Special Committee on Strategic Planning, Chair of the Equity Committee, and Vice-Chair of the Discipline Committee. The Equity Committee's current mandate is the implementation of the specific TRC Recommendations for Canadian law societies.

Anita has served many times as a course facilitator and evaluator for the CPLED (Law Society Bar Admission) Program. She has delivered presentations at a number of the Law Society of Manitoba's Continuing Professional Development programs, programs for the Manitoba Bar Association, as well as for the Community Legal Education Association. Anita also served on the 2010 Pitblado Lectures Planning Committee and co-chaired the Pitblado Lectures in 2015.

Anita received the 2011 PILC Pro Bono Award. She was recently appointed to the board of The Winnipeg Foundation.

### **Byron Williams**

Byron Williams is a graduate of the Faculty of Law, University of Manitoba. He was called to the bar in 1993. He has practised law at the Public Interest Law Centre ("PILC") in Winnipeg since then. He became the Director of PILC in 2004. At PILC he has represented, among others, consumers, people with intellectual disabilities, low-income tenants, unemployed women, and graduates of foreign medical schools. He has taught courses on poverty and the law at the University of Winnipeg and made presentations at University of Manitoba Faculty of Law classes on administrative law.

In 2013, Byron was the first recipient of the Law Society of Manitoba's Richard J. Scott Award, which is presented to individuals who advance the rule of law through advocacy, litigation, teaching, research, or writing. In 2016 he received the Canadian Bar Association Legal Aid Liaison Committee's Legal Aid Leader Award, which is awarded in recognition of outstanding contributions to access to justice through legal aid.

Byron has appeared before all levels of Manitoba Courts as well as the Federal Court of Appeal. He has participated in regulatory interventions before a wide array of provincial and federal administrative tribunals including the Manitoba Public Utilities Board, Clean Environment Commission and Human Right Commission as well as the Canadian Radio-Television Telecommunications Commission and the National Energy Board.

**Stacey Soldier**

Stacey Soldier was called to the Manitoba Bar in 2008 and practices primarily in the area of Criminal Law. She has represented people charged with offenses under the *Criminal Code of Canada* and the *Youth Criminal Justice Act* and has appeared in all levels of court in Manitoba. She has appeared as counsel in many matters involving prosecutions by the Federal Prosecution Service of Canada, both as defense counsel and as a prosecuting agent in Winnipeg, Portage La Prairie and Thompson. She is also a Notary Public.

Stacey was one of eight lawyers on the Families First Pro Bono Team who received the 2015 Pro Bono Award from The Manitoba Bar Association for their work done preparing a report that engaged with families and developed a framework to address the issue of Missing and Murdered Indigenous women and girls. She has recently been appointed to the Board of Directors for the Families First Foundation, which was created after the report was adopted by the Assembly of Manitoba Chiefs. She has also been on the Knowles Centre Board since 2013 and is currently serving as Secretary. Stacey joined the Community Legal Education Association Board of Directors in the Spring of 2016 and has also volunteered at the Legal Help Centre since its inception. She has been a guest lecturer at Robson Hall.

Stacey grew up in Thompson MB and is a proud member of Swan Lake First Nation. In her spare time, she practices yoga, watches hockey and travels far and wide with her daughter.

**Joëlle Pastora Sala**

Joëlle Pastora Sala is a graduate of the French Common Law Faculty, University of Ottawa. She was called to the bar in 2014. She joined PILC in 2013. In her work, she has represented First Nation political organizations, consumer organizations, disability groups, and equality-seeking groups.

Joëlle has appeared before the Manitoba Human Rights Commission, the National Energy Board, the Manitoba Clean Environment Commission, and the Manitoba Public Utilities Board. She has taught courses on poverty and the law at the University of Winnipeg. She has served on the Community Unemployed Help Centre board of directors and the Council of Canadians with Disabilities Human Rights Committee, and Board of Directors of the Association des juristes d'expression française du Manitoba (AJEFM), and has co-chaired the Canadian Bar Association—Manitoba Bar Association Aboriginal Law Section.

In 2014, Joëlle received the Manitoba Law Society's Montague Israels, Q.C. Prize, which is awarded on the basis of performance in all aspects of the Manitoba Bar Admission Program, earlier academic record, likelihood of future professional and personal accomplishments, and other interests and achievements both within and outside the study and application of law.

**Jared Wheeler**

Jared Wheeler is a graduate of Robson Hall, Faculty of Law, University of Manitoba. He is completing his articles at PILC and will be receiving his Call to the Bar in June 2017. While at PILC, Jared has been on teams that have represented First Nation individuals and political organizations, consumer organizations, people with intellectual disabilities, and community groups.

While at Robson Hall Jared was the President of the Manitoba Aboriginal Law Students' Association, completed an internship at the National Centre for Truth and Reconciliation, volunteered at the University Law Clinic and was a summer intern at PILC where he interviewed service providers for insight into the Families First Report. Jared received awards for Professional Excellence, Human Rights and Civil Liberties, and Highest Standing in Labour - Management Relations.

Jared recently joined the board of Inclusion Winnipeg and is on the organizing committee for the Canadian Bar Association Aboriginal Law Conference.