

# SPECIAL REPORT

4 Years of Building Momentum



# STATE OF OUR NATION REPORT

Newsletter – June 2018

Prepared for: *NCN Annual General Assembly*

## NCN IS ON THE ROAD TO PROSPERITY

### MESSAGE FROM THE CHIEF

More than 20 years has passed since we, as your leaders entered into negotiations to implement the Northern Flood Agreement (NFA). Taking that major step in 1992 has allowed our Nation to finally begin prospering today like never before in our Nation's history.

It often takes a long time to see the benefits from establishing a long-range vision and working towards its implementation. As we all know, each journey begins with a single step. Our Vision Statement, adopted almost two decades ago, is to exercise sovereignty that sustains a prosperous socio-economic future for the Nisichawayasihk Cree Nation. We have taken many steps since to successfully implement the vision for our Nation.

We are on the road to prosperity. Never before in our history have our own source revenues been so high and dependency on external governments so low. This report highlights the major accomplishments of the past four years and outlines a preliminary

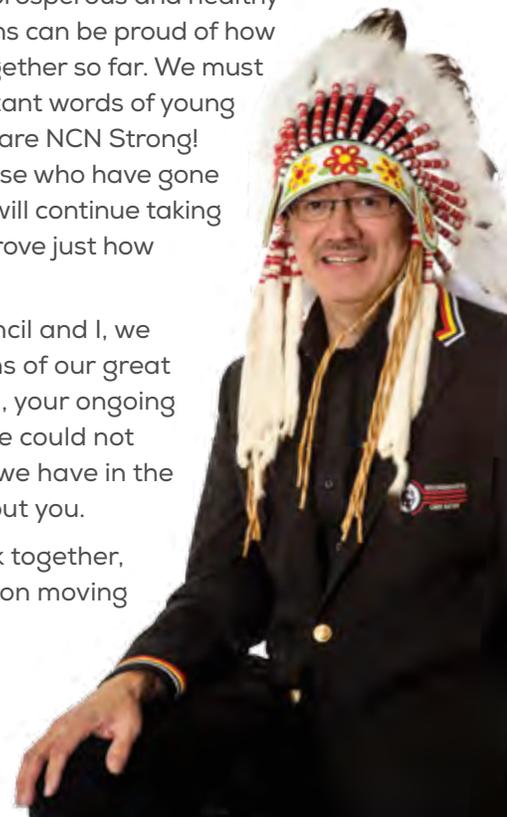
plan for us to keep building to secure the future of our Nation.

While there is more to be done to ensure our Nation has a stable, prosperous and healthy future, all NCN Citizens can be proud of how far we have come together so far. We must remember the important words of young Terrance Spence, we are NCN Strong! And our legacy to those who have gone before us, is that we will continue taking actions together to prove just how strong we are.

On behalf of my Council and I, we thank you, the Citizens of our great Nation for your vision, your ongoing trust and support. We could not have achieved what we have in the past four years without you.

By continuing to work together, we can keep our Nation moving forward, not back.

Ekosani!



## MUCH ACCOMPLISHED, MORE TO DO...

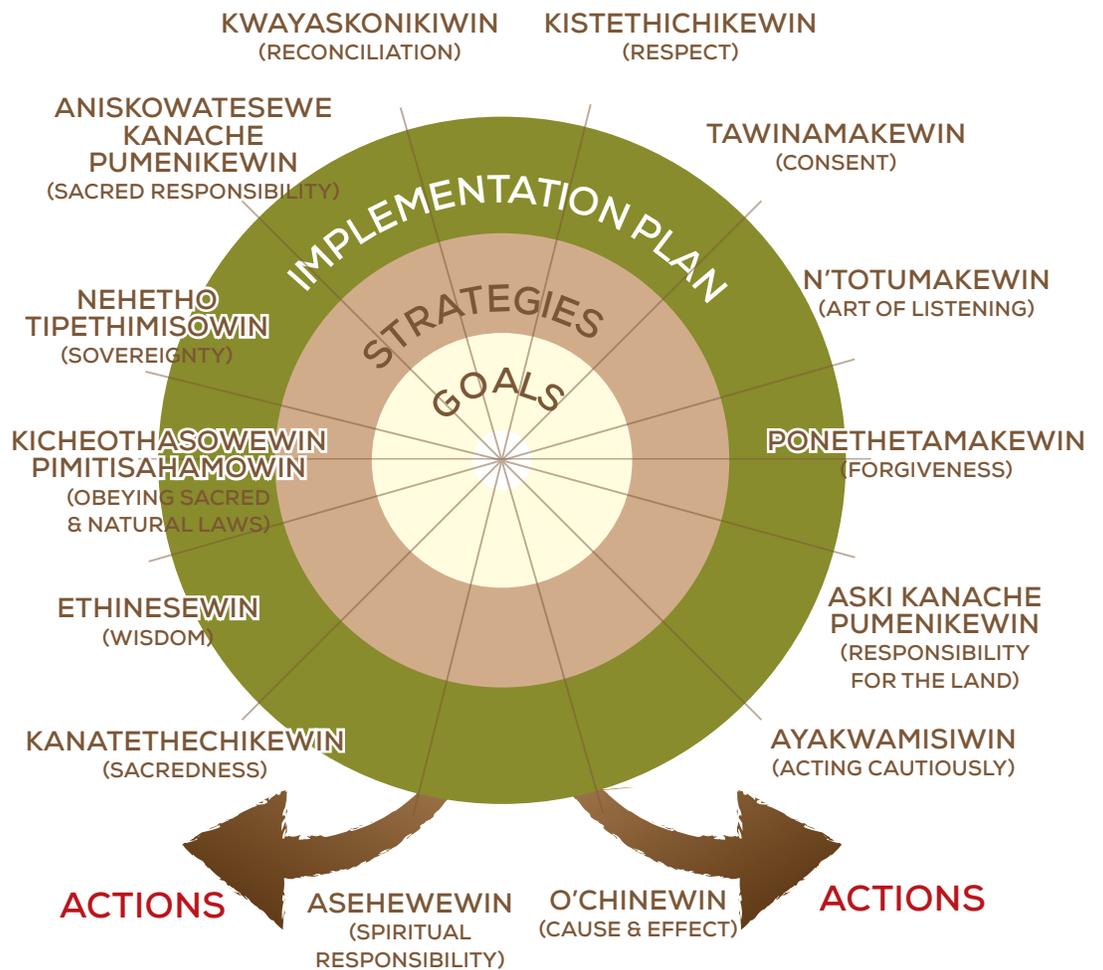
- CHIEF MARCEL MOODY

# OUR CULTURE IS OUR FOUNDATION

As Nisichawayasi Nehethowuk, we have traditionally lived by reference to Kihche’othasowewin (the Great Law of the Creator). This law reflects our spiritual, philosophical, beliefs, values, principles and goals. Our customary laws, which our ancestors have passed down to us through the centuries, guide and direct our conduct as individuals, as families, as a community and as a Nation.

Many of these principles were first written down and documented by our Elders as part of the Wuskwatim Project Agreement. The excellent work of our Elders has now been incorporated into our *Othasowewin* and our Strategic Plan.

## GOALS, STRATEGIES AND NEHETHO CUSTOMARY PRINCIPLES



# GOVERNANCE LEADING US TO A PROSPEROUS TOMORROW

Governance and sustained Economic Development are linked. Without stable, effective governance structures, there will be no long term, stable economic development. Investors look for stability. We also know the old INAC model of providing funds for us to administer to try to create some jobs and income for short periods of time does not work. Instead we have been pursuing a Nation building approach, where we assert our sovereignty in very practical ways.

## OVER THE PAST FOUR YEARS WE HAVE DONE THE FOLLOWING TO ENHANCE OUR GOVERNANCE:

- ✓ Adopted our own *Othasowewin* (constitution)
- ✓ Adopted our own *Aski-Pumenikewin* (land code)
- ✓ Revised and updated our human resources policies
- ✓ Developed a Strategic Plan
- ✓ Started developing a Community Plan and a Land Use Plan
- ✓ Revised our Election Law
- ✓ Adopted a new Finance Law
- ✓ Implemented systems for Consolidated Budgets and Audits
- ✓ Recruited and hired a new CEO and many new directors (Lands, PCH, Medicine Lodge, Women's Shelter, Housing, Inter-Governmental Relations/Special Projects)
- ✓ Established an Executive Management Team that reports to Chief and Council and the CEO to improve operations
- ✓ Obtained approval from NCN Citizens to enter into self-government negotiations
- ✓ Started on a fact-finding journey with other First Nations to learn the best practices to achieve self government within a reasonable timeframe
- ✓ Held meetings with representatives of Canada to start the self-government process

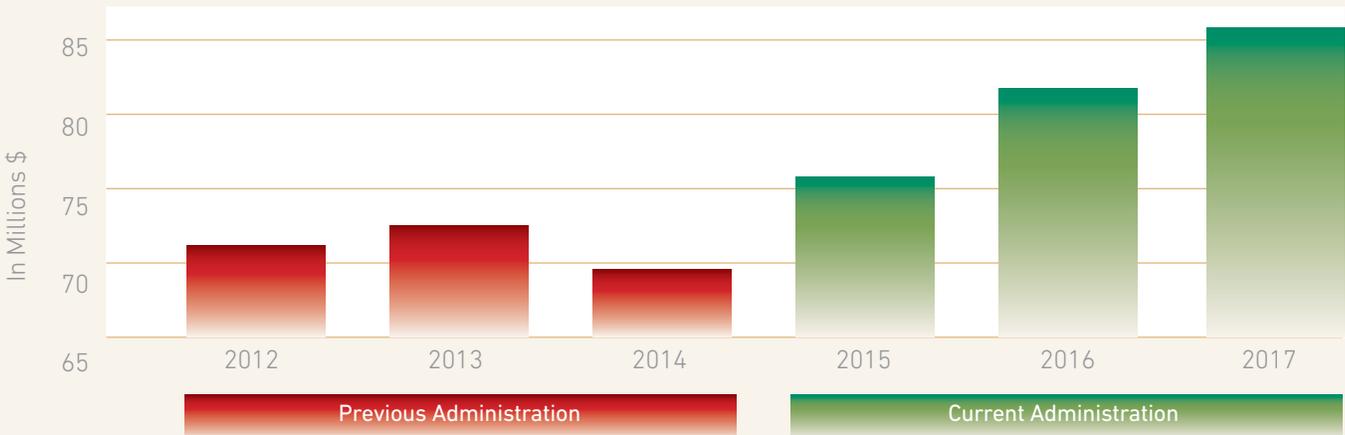


## HIGHLIGHTS A POSITIVE GROWTH OUTLOOK

### Revenue Summary

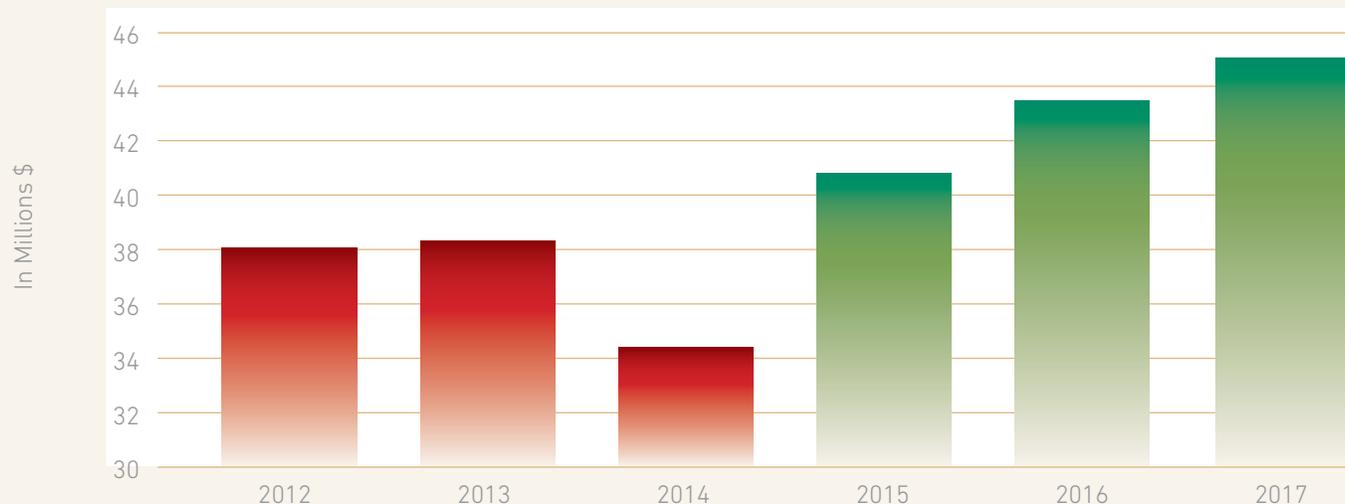
A little over two decades ago our budget was about \$4 Million annually and all of the money came from the federal government. When we signed the 1996 Agreement our revenue doubled to about \$8 Million a year. This was the start of our journey to restore economic independence for our Nation. In 1998 we adopted our Vision Statement which is “to exercise sovereignty that sustains a prosperous socio-economic future for the Nisichawayasihk Cree Nation.” The chart below shows we are making progress.

#### Total NCN Revenue Summary (2012-2017)

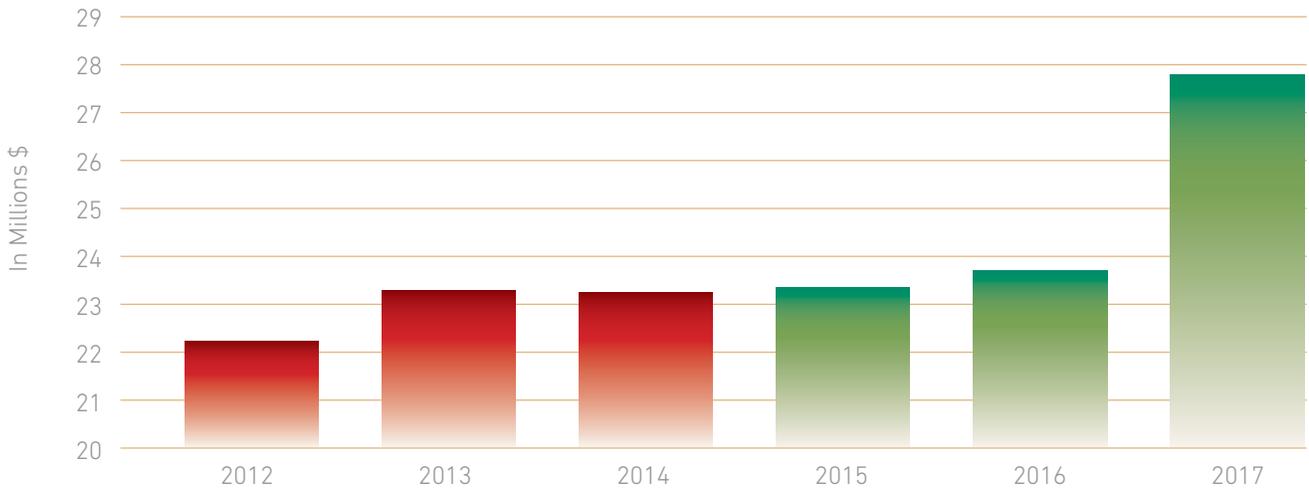


Business and investment revenues have increased significantly from \$38 Million to \$45 Million in just over 6 years. Over the first five years of this timeframe there was little change annually in revenue received from INAC but last year we were able to obtain a significant increase. The charts below and on the next page show the story.

#### Business and Investment Revenue (2012-2017)



## Indigenous and Northern Affairs Canada (2012-2017)



### ✓ HOUSING CRISIS LESSENING

Since the PDA Supplement 2 was signed in 2015, we have taken a number of major steps to reduce our housing crisis that was growing at a rapid rate before we started taking action. At that time 40% of NCN Citizens in Nelson House were living in overcrowded conditions.

In our May 2015 Newsletter on Housing and Infrastructure, we indicated our goal was to build 100 new homes over the next 5 years. We are very happy to indicate we have far surpassed this goal by building 138 new units in the past 3 years. We do not intend to stop here and are actively working on partnerships to secure new and innovative housing technologies to continue addressing the housing shortage in our community.



In addition to regular housing designs, we have also built a 4-Plex solar panel project to test the viability of increasing our use of solar energy.

We also have built 10 Housing Units based on Jordan's principle.

We have also acquired a number of

mobitel units from our Wuskwatim partnership and had these moved to the community.

There have also been significant investments in major and minor housing repairs. In May 2015 we proposed \$3 Million to \$4 Million be spent for this purpose.

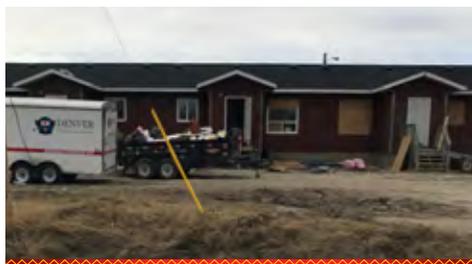
# STATE OF OUR NATION REPORT

We are happy to report that we have exceeded this goal and that additional moneys have been included in the 2018/19 budget to further address our long outstanding housing issues.

The Housing Survey conducted in 2015 indicated that 68.9% of NCN Citizens were interested in owning their own homes. With the approval of our *Nisichawayasi Aski Pumenikewin* last fall, we are starting the process of examining how to support home ownership as well as individual and community



gardens in our community. We will be holding workshops at the end of June to discuss the development of an Allotment Law which must be enacted by October 2018.



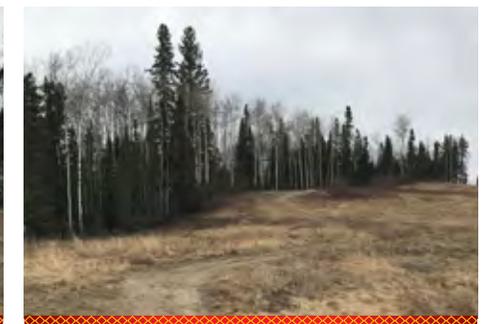
In 2017 – 6 Plex – Fire Insurance rebuild 3 Units.



8-units PDA Funded, 4 Bi-levels (2015).



1 of 4 Bungalows – PDA Funded (2015).



Future Housing Lots have been planned for 2017/18, including 8 Units Sec 95 CMHC Social Housing.



10 – Units were constructed for Wellness Centre for Jordan's Principle Project (2017).



5 Units Sec 95 CMHC/ Rent to own housing.



In 2016/17 – 4 Plex RCMP Rental Housing Project.



Mobitel – Transitional Housing – Renovations Program RRAP to house tenants whose units are receiving major renovations.



In 2016/17 – 12 Units, CMHC Social and Home Ownership units, covered under the PDA.



2016/17 – 10 Units retrofit.

## IMPROVING OUR COMMUNITY WITH MAJOR INFRASTRUCTURE CAPITAL WORKS INITIATIVES

### ✓ MULTI-PLEX

In the May 2015 Newsletter we indicated that with careful planning we believed that a multi-plex was a realistic possibility in the future. Our goal was to use the moneys from the PDA 2 to help us secure additional funding to develop a 5-year capital plan. We have been able to achieve this goal.

The Norman Linklater Memorial Multi-Plex will be officially opened later this year and will be a key gathering place for community activities.



Artist's concepts of the proposed (multi-plex above), and entrance wall (below). Construction underway (top/right inset).





2017/18 – Women's Shelter construction.

## ✓ WOMEN'S SHELTER

Steps have been taken to finalize contracts, construction and funding. This facility is important for the protection of our women and children from the violence and will provide more permanent jobs for our people.

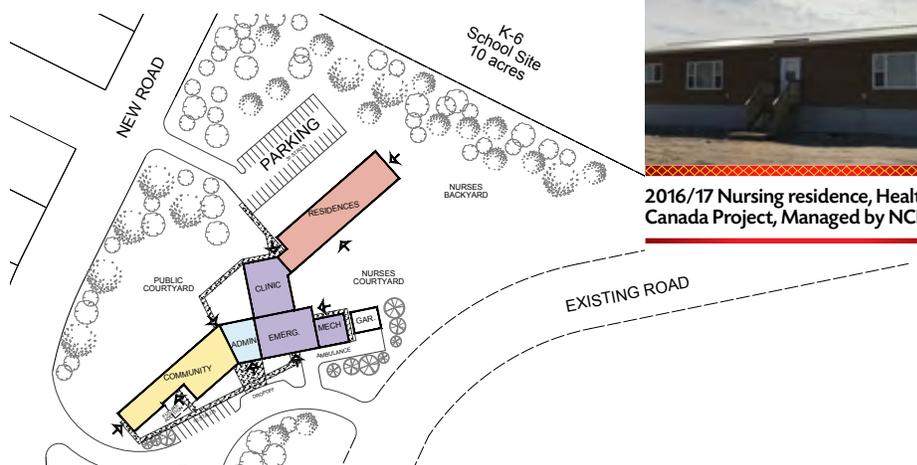
## ✓ LAGOON

As part of the original Building Canada Fund application the lagoon project is now moving ahead through INAC.



## ✓ NEW HEALTH CENTRE DESIGN

Several design option plans have been developed by Stantec Architecture and NCN is reviewing the options.



Health Centre design option presented to NCN in May.



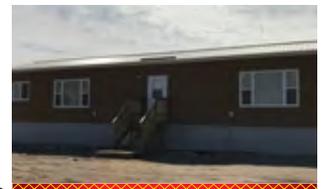
New NCN Entrance sign (2018).

## ✓ ENTRANCE LANDMARK AND COMMUNITY SIGN

A new welcoming sign structure has been designed and constructed to greet visitors.

## ✓ WATER TREATMENT PLANT DESIGN

We anticipate the design and construction – as part of the Master Development Plan will proceed this summer and construction will take place in 2018.



2016/17 Nursing residence, Health Canada Project, Managed by NCN

## ✓ ATEC EXPANSION

ATEC is expanding its trades training capacity in spring of 2018 to provide more learning pathways to employment and in-demand careers in Northern Manitoba.



ATEC 20,000 square ft. expansion.

A new 20,000 square foot training facility valued at \$1.2 Million will provide ATEC with the opportunity to:

- Increase the intake of Indigenous learners in its trades programs;
  - Build houses year-round which would increase the number of houses that ATEC can build;
  - Have classrooms on site for training purposes;
  - Use leading edge technologies to build quality homes, cabinets, windows and doors;
  - Introduce the design, installation, operation and maintenance of solar technologies in home building;
  - Allow students to apply their learning year-round, as opposed to waiting for the construction season; and
- Add a training test facility that expands the opportunities for workforces from various local First Nations to participate in the implementation, operation and maintenance of microgrids in their communities.



Future Solar Panel Fabrication Plant.



2017/18 Solar – 4 Plex – ATEC Training Pilot Project, Innovative Housing.

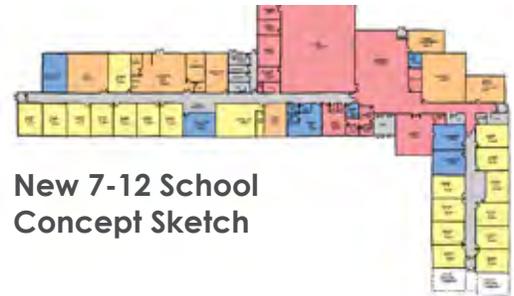
## ✓ SCHOOL FEASIBILITY STUDY

A detailed feasibility study was undertaken and two new schools were proposed. We are currently in discussions with INAC to find funding for a Project Manager. Nisichawayasihk Cree Nation retained the professional services of Stantec Architecture to complete a School Feasibility Study for the community in March of 2017. The School Feasibility Study was successfully completed in January 2018 through a series of community engagement sessions as well as collaboration with NCN Chief & Council, Nisichawayasihk Nehetho Cultural

Education Authority, and Linklater Consulting. It is our understanding that the findings of the NCN School Feasibility Study has been accepted by Indigenous Services Canada (previously INAC) and that the next steps forward will be to select a Project Manager, followed shortly by the selection of an Architectural Firm to design two new schools to be located west of R.C. Point. Once the schools have been designed, they will be reviewed again to proceed to the construction stage by Indigenous Services Canada.



**New K-6 School  
Concept Sketch**



**New 7-12 School  
Concept Sketch**



Proposed Site Plan for New Schools as indicated on NCN Community Master Plan

May 29, 2018



2016/17 NNOC High School re-leveling and renovations project.

✓ UPGRADES TO HIGH SCHOOL

The current high school was upgraded by about \$1 Million so that it would be safe for students and staff.

✓ VETERAN'S MEMORIAL CENOTAPH

On Remembrance Day of 2017 a monument cenotaph was unveiled honouring NCN Veterans.

✓ ARBOR DESIGN

Design plans are in place for a beautiful sheltered outdoor arbour to host events and Powwows.



NCN Chief and Council, including Deputy Chief Ron Spence (far right) unveil the cenotaph to Citizens, honouring veterans on Remembrance Day 2017.



NCN Arbour concept. Artists drawing and plan.

## ✓ COMMUNITY MASTER PLAN

A detailed Community Plan is being developed based on input from NCN Citizens and technical analysis. NCN Chief and Council commissioned a Community Master Plan in the fall of 2017 to capture the future community needs and expansion plans based on existing work that has been informed by direct community input including: New K-6 Elementary

School, New 7-12 High School, New Health Facility, New Water Treatment Plant, and sustainable housing development (up to 20 new houses per year). The Master Community Plan is a 30 year plan that takes into consideration NCN's growing population and community needs as well as the most suitable land, accessibility, and maximized investment. The plan



going forward is to develop a section of land northwest of the Otetiskawin Drive and Main Access Road Intersection (next to R.C. Point). It is anticipated that this new development will begin construction in the near future.

### POPULATION ANALYSIS

Population projections for 2017, 2022, 2027, 2032, and 2037 are shown in the graph below.

| Year | Projected Population |
|------|----------------------|
| 2017 | 3128                 |
| 2022 | 3214                 |
| 2027 | 3301                 |
| 2032 | 3387                 |
| 2037 | 3473                 |

The population projections are based on the 2016 census data and the 2016-2021 average annual population growth rate of 0.28%.

### HOUSING ANALYSIS

| Year | Population | Population Density | Population Growth Rate | Population Growth Rate |
|------|------------|--------------------|------------------------|------------------------|
| 2016 | 3128       | 10.0               | 0.28%                  | 0.28%                  |
| 2022 | 3214       | 10.0               | 0.28%                  | 0.28%                  |
| 2027 | 3301       | 10.0               | 0.28%                  | 0.28%                  |
| 2032 | 3387       | 10.0               | 0.28%                  | 0.28%                  |
| 2037 | 3473       | 10.0               | 0.28%                  | 0.28%                  |

### TYPICAL LOT SIZES

TYPICAL LOT SIZE IN R.C. POINT

TYPICAL LOT SIZE IN R.C. POINT

PROPOSED HIGH DENSITY LOT SIZE

PROPOSED LOW DENSITY LOT SIZE

### PHASING PLAN

### DEVELOPMENT SUMMARY

GROSS AREA  
**356.2 acres**

TYPICAL LOT SIZE  
**100' x 200'**

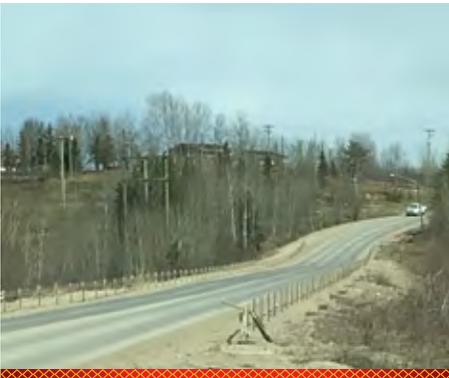
MAXIMUM LOTS  
**355**



# STATE OF OUR NATION REPORT

## ✓ ROAD UPGRADING AND PAVING

Over the past several years significant upgrades of almost \$2 Million have been made to roadways in the community to improve travel and safety.



2017 – Paving of causeways and resurfacing of Otetiskewin Drive.



Road Upgrading.



2016 Gilbert McDonald Arena Parking lot Paving.

## ✓ CEMETERY BEAUTIFICATION

300-year old NCN Ancestors were repatriated to new burial site last year and beautification of the grave sites in NCN were completed.



Remains of NCN Ancestors were repatriated at grave sites and (annual) graveyard cleanup and upkeep.



2015/18 Graveyard (Annual) New fencing and grave markers, yard clean up and ground keeping.

# ENSURING SUSTAINABILITY AND LONG-TERM PROSPERITY VIA BUSINESS INVESTMENTS

## ✓ WUSKWATIM PDA 2

Changes to the PDA have been positive as we have been able to retain our 33% equity position in the Project. If changes had not been made, we would no longer have a 33% interest. Changes to the Power Purchase Agreement formula to add domestic rates has also been positive for NCN Cash Flows and the most recent projections indicate that the Dividend Loans will be paid off earlier as a result.

Export rate risks remain and those are being offset to some extent by the inclusion of the domestic rates and the Annuity Payments. In our May 2015 Housing and Infrastructure newsletter update we indicated that we could forward commitment up to \$1 Million from the annuity payments to leverage additional moneys for housing and infrastructure. Since then we have been able to leverage an additional \$20 Million using the Taskinigahp Trust provisions and the security provided by the annuity payments.



Three Rivers store at NCN.

## ✓ NCN THREE RIVERS AND FAMILY FOODS STORES

We now have three stores (Thompson, Three Rivers in Nelson House and OCN). We are looking to expand our operations into other communities.

## ✓ MYSTERY LAKE CONVERSION

After many leaders trying to convince Canada to speed up the conversion process, we finally succeeded in 2016. This has resulted in additional revenues of about \$1 Million annually just from VLTs alone. Further development is now much easier with the approval of our *Aski-Pumenikewin* and we have notified the City of Thompson that we need to update the Municipal Services Agreement to reflect our newly approved *Othasowewin* and *Aski-Pumenikewin*.



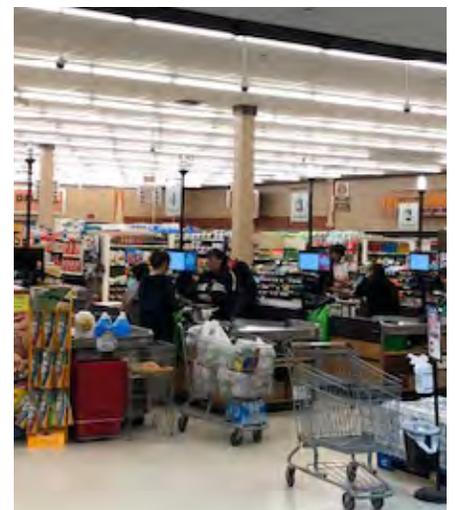
Family Foods OCN exterior.

Earlier this year, following a feasibility study, we started construction on a new gas bar and convenience store on our Mystery Lake Lands.

A number of upgrades are also underway at the Mystery Lake Motor Hotel starting with the kitchen. Over the next year, we will also be undertaking additional renovations to modernize our hotel.

## ✓ NATIONAL ACCESS CANNABIS

We entered into a partnership to establish a medical marijuana dispensary from a secure site at our hotel on our Mystery Lake Lands. Renovations will be undertaken in the near future to facilitate this new investment as it is anticipated that cannabis will be legalized this summer.



Family Foods OCN interior.

## ADDRESSING

# OFF-RESERVE FUNDING ISSUES

This issue remains one of the most difficult that we as Chief and Council have tried to address during our tenure. The problem is that INAC funding formulas are only based on funding for those NCN Citizens who live at Nelson House. In addition to that, until recent actions by the federal government in the past year or so, funding was essentially frozen at 1992 levels even though there has been significant population growth and inflation. We continue to advocate for the needs of our Citizens who do not live on NCN Lands every chance we get. In the meantime, we are continuing to provide emergency

assistance for our Citizens who do not live in Nelson House to the extent we are able to. We have continued to provide the Elder's hydro subsidy for all our Elders regardless of where they live in Manitoba. We have purchased land in Winnipeg and are building a medical receiving centre which we hope will provide some jobs for NCN Citizens in Winnipeg.

Perhaps most importantly we have told Canada this is one of the critical issues we wish to begin addressing as part of self-government negotiations now that our Constitution is in place.

## STRENGTHENING

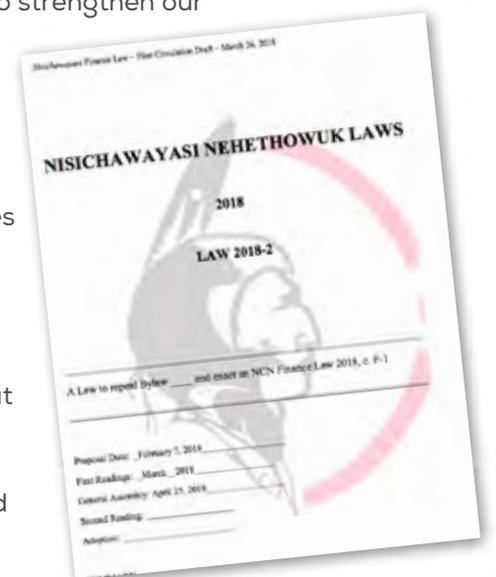
# FINANCIAL MANAGEMENT

NCN has had no interventions in our finances by INAC for over a decade. Over the past four years, NCN's finances have significantly strengthened. Very recently NCN was identified as one of a very select group of First Nations nationally that the federal government is willing to enter into a ten year funding agreement because of our strong financial management. With the passage of our Constitution and our Finance Law, our position is even stronger and all of this is very good news as we are about to enter into our self-government negotiations.

It is important for NCN Citizens to understand just how important this is for NCN's future given that as of January 2018, out of 634 First Nations across Canada, 147 First Nations required some intervention by INAC (that is almost 25%). Of those, 44 are in Manitoba and include all of the former NFA Nations and OPCN. This means that of the 63 Manitoba First Nations, almost 70% required intervention in their finances by INAC. To continue

successfully building our Nation we must ensure that our financial management systems remain strong. The current Chief and Council have taken continuous steps to strengthen our Nation's finances and financial management systems.

Unfortunately, we know the difficulties that poor financial decisions in the past have caused. It is critical for our Nation's future that we maintain our strong systems to avoid litigation and a loss of investor confidence.



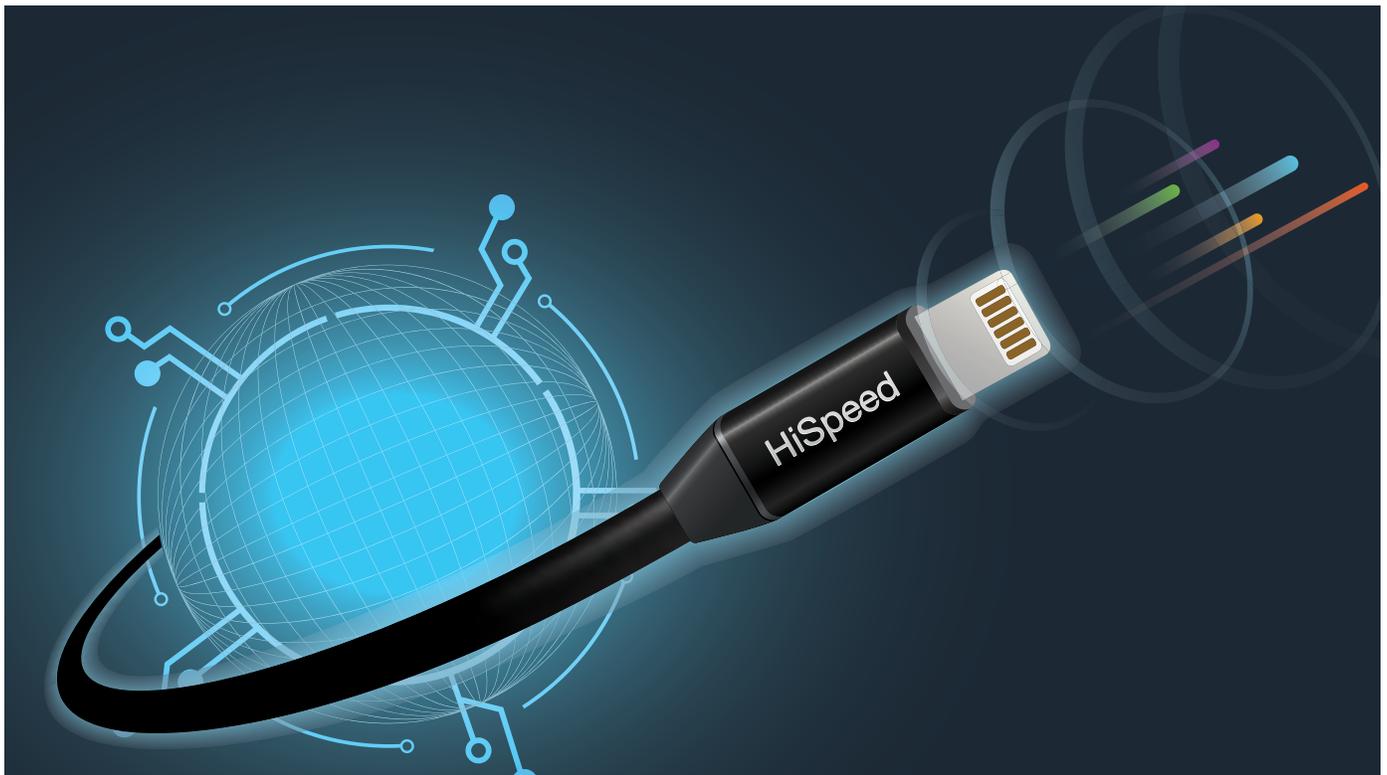
# IMPROVING LOCAL COMMUNICATIONS

## ✓ HIGH SPEED INTERNET

Plans are in place to run underground fiber optics in the community to improve high-speed internet connection and reliability. This multi-million dollar project will result in faster and more dependable internet which will lead to more business and employment opportunities at NCN.

## ✓ GOVERNMENT OFFICE PHONE UPGRADE

To enhance communication and service delivery the old phone system at the NCN Government Office has been replaced with an upgraded system.



## ENHANCING CITIZEN AND COMMUNITY SAFETY

### ADDRESSING CONCERNS RELATED TO VIOLENCE, SAFETY AND DRUGS

We have taken a number of steps to begin addressing the violence and drug problems that are affecting every family in our community. We have implemented the following:

- ✓ Requirement for Chief and Council to submit to random drug tests and provide the results to the CEO throughout their 4-year term of office
- ✓ Requirement for all candidates for Chief and Council to submit to random drug tests and provide the results to the Electoral Officer during the election

- ✓ Candidates will be disqualified if test is positive
- ✓ Members of Chief and Council who test positive will lose their seat on Council
- ✓ Drug and Alcohol Policy for employees
- ✓ Alternate Payments Policy
- ✓ Increase in number of First Nation Safety Officers who are all trained provincially
- ✓ Check stop
- ✓ Community Patrol
- ✓ Public Education through Special General Assembly

and Newsletters (for example, "Me Too")

- ✓ Women's Shelter

Clearly more needs to be done to eliminate the causes of violence, drug use and the problems caused by bootleggers and drug dealers. Community input will be sought about different options we can test to see how they work, in addition to the check stop, including the development of our own laws to protect our Citizens.



Chief Marcel Moody (above) receives results of drug testing after new initiative is implemented.



New employee policy encourages treatment and testing in appropriate circumstances.



# WHAT'S NEXT? PRELIMINARY PLAN FOR NEXT 2 TO 4 YEARS

## SELF-GOVERNMENT NEGOTIATIONS

Our goal based on the information we have gathered from other First Nations across the country is to complete an Agreement-in-Principle within 12 to 18 months. Given the steps we have taken over the past two years to approve our *Othasowewin* and *Aski-Pumenikewin*, update our Election Law and enact our Finance Law, we believe we are in an excellent position to be able to achieve this goal.

The federal budget in March 2018 outlined funds for First Nations to enter into self-determination negotiation processes, so we are taking steps to secure the necessary funding for these negotiations and the related community consultations.

Once an AIP is concluded our goal is to negotiate our self-government agreement within another 2 to 3 years. This may be optimistic, but we do believe it is achievable if we all work together. Once the negotiations are complete, there would be a ratification vote for NCN Citizens to approve the agreement. We will ensure there is ongoing, robust community consultation throughout the process.

We have been advised by other First Nations across

the country that having a solid Implementation Plan is critical for the success of the arrangements and the development of that plan can take another 1 to 2 years.

## HOUSING AND INFRASTRUCTURE

Many plans are currently underway and we are seeking the necessary funding to ensure they can be completed over the next few years. These projects include:

- **New Community Health Complex** – currently in the design stage
- **New Schools** – feasibility study completed
- **New Subdivision** – community plan being completed, initial discussions with funders positive
- **New Water Treatment Plant** – to facilitate the development of the new schools and new subdivision
- **A TEC Expansion** – to encourage more training and employment opportunities.

## LOCAL ENTREPRENEURSHIP

We intend to focus on developing local businesses owned and operated by NCN Citizens and others to provide the basis for a vibrant local economy. Given the projected demographic growth in our

community we need to ensure local goods and services are available to service the needs of our community.

## CHANGE THE SOCIAL ASSISTANCE MODEL

Given the many challenges that arise from the current INAC driven social assistance model and policies, we want to develop a new model based on a guaranteed basic income concept that will encourage training, employment and treatment where necessary. We need to change the soul defeating, self-esteem destroying nature of the current social assistance model.

These are just some the plans and ideas that are underway. The next four years are critical in our journey to achieving prosperity and a decent standard of living for all NCN Citizens. We need to give our youth some real hope that they will be able to get good jobs in the future.



# STATE OF OUR NATION REPORT

## GENERAL ASSEMBLIES

The final round of General Assemblies for the current Chief and Council to provide updated information will be held the first week of June on the following dates in the following locations.

## Asserting Our Sovereignty

# GENERAL ASSEMBLY

**Sunday, June 3, 2018**

Winnipeg – Holiday Inn – 3 pm – 7 pm

**Tuesday, June 5, 2018**

NCN – Duncan Wood Memorial Hall – 3 pm – 7 pm

**Wednesday, June 6, 2018**

Leaf Rapids – Education Centre – 11 am – 2 pm

Thompson – Juniper Centre – 5 pm – 8 pm



## NISICHAWAYASIHK CREE NATION CHIEF AND COUNCIL

Top row (left to right): Councillors Joe Moose, Willie Moore, Patrick Linklater and Ron D. Spence. Bottom row (left to right): Councillor Shirley Linklater, Chief Marcel Moody and Councillor Bonnie M. Linklater



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## YOUR COMMENTS ARE IMPORTANT TO US

Please let us know your thoughts, concerns and feedback on these and future plans. We hope to maintain a government that will listen to you and act only in your best interest.