ANNUAL REPORT 2018-19
CHIPPEWAS OF THE THAMES FIRST NATION

DESHKAN ZIIBIING ANISHINAABEG
We the Leadership are committed to working together to restore our cultural and traditional values and rejuvenate the growth of our Nation to govern ourselves, create a self-reliant, safe, healthy, and environmentally sound community for all the descendants of Deshkan Ziibiing.
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Boozhoo Deshkan Ziibiing

Over the past two years, Deshkan Ziibiing has developed a strong commitment to be financially responsible and, in keeping within our approved budgets, we have secured greater financial opportunities. I can proudly say that our financial team and staff did a wonderful job, Chi Miigwetch.

It is very clear that a community that holds its values, such as culture, language, and environment, as a foundation for all community decisions will create a better place to live for all families. Deshkan Ziibiing has a history of being a forward-thinking nation and is sometimes willing to take a calculated risk in endeavors that align with our Anishinaabe values.

Deshkan Ziibiing continues to carefully explore opportunities for investment as we are fortunate to have a number of community trust funds and financial expertise to weigh the pros and cons of any investments.

Chief and Council has a responsibility to all members to make the best possible decisions and approve all budgets and investments. Since elected officials are not always financial experts, we need to make sure our financial team is fully capable to advise Council. We have been very fortunate to have had this expertise over the past two years and we did stay away from rash or “on the spot” decisions. I want to thank our past Council for being responsible in this manner.

Our financial commitment to you is a highlight of my time as Chief for the 2017-19 term. I can happily say that through negotiations we achieved the Jubilee Road project, built safe infrastructure, invested in a successful business venture in Manitoba, improved our beautiful water tower, protected animal and plant habitat, and created the best financial opportunities possible.

All the best to Deshkan Ziibiing for continued success in the future!

Ogimaa Myeengun Henry
Greetings from your new Council!

Miigwetch for the trust you have placed in us as your elected leadership. We commit to work together over the next two years to achieve our collective goals in a good way.
August 11, 2018: It was a very beautiful and historic day for Deshkan Ziibiing, proclaiming our resilience and right of self-determination, reinvigorating the spirit of our ancestors, and setting the stage for our future.

The Chi-Inaakonigewin (Constitution) is for the people of Deshkan Ziibiing Anishinaabek Aki. It presents a statement of who we are and roots the governing of our Nation. A universal way of life that promotes harmonious ways of respecting and acknowledging creation, respecting our mother the earth, women, children, Elders, men, and youth with the teachings of the seven grandfathers passed on by our ancestors: Zaagidwin, Mnaadenmowin, Nbwaakaawin, Aakdehewin, Debwewin, Gwekwaadziwin, Dbaadendiziwin. It is our Anishinaabek identities and values that will be rekindled and will in turn empower our Nation to be self-determining and distinctly autonomous.

Anishinaabek governance structures have always existed. It was these arrangements that sustained us as a People. They were complex systems that respected and acknowledged every member from the children to the elders of our communities. Under the current Indian Act arrangement, we have become complacent with an imposed system of governance. Why should we be told how to take care of our own people? Why should we think that a colonizer’s order is right for our people?

ACKNOWLEDGEMENT:
The Governance Committee would like to acknowledge the leaders and committee members of the past. It was their dedication and vision that made this work possible.
Strong Foundations

In the early 1980’s, the late former Chief Ether Deleary brought the idea of a constitution to our leadership. Early drafts were developed and over time our understanding and preparedness grew. Great leaders kept the dream alive that Chief Deleary started. Since 2010, COTTFN Governance Committees have organized extensive research, engagements, drafting, and professional review.

COTTFN Comprehensive Community Plan

The extensive work undertaken with the CPP provided the space and opportunity for our citizens to proclaim their voice, knowledge, and vision as to where and how they see our community and Nation moving forward into the future. The CCP was finalized and published in 2012 and the document is now one of the most important tools for our leadership and administration.

Chapter 8 in the CCP calls for a shift in our governance structures. The perspectives brought forward by COTTFN citizens are raw, truthful, and eye-opening. What the CCP ultimately speaks to is the critical need to transform our governance structures, rooted in principles that speak to our Anishinaabek identities and responsibilities. In Chapter 8, Goal #3 was to develop a binding constitution to serve as a fundamental charter for governance.

2017-19 Council Term

At the beginning of the 2017-19 term, Councillor Kodi Chrisjohn was appointed as the portfolio for the Governance Committee. Picking up the work from the past and strengthening it with the strategies from the CCP, the committee knew that it was time to bring the work forward.

With regular meetings and technical support from the Justice Department and invited guests, the committee made recommendations to Council to gain their support in moving the work forward. As Chief and Council approved the strategy and process of sanctioning our Chi-Inaakonigewin, the Governance Committee prepared a work plan to organize the Ratification (Signing) of the Chi-Inaakonigewin, a powerful and historic day for Deshkan Ziibiing.

The Road to Chi-Inaakonigewin

80'S
Constitution Talks Begin

2000's
RESURGENCE
Research
Community Engagements
Drafting
Anishinaabe Scholar & Legal Review
CCP

2018
Sanctioning
Preparation
Translation
Ratification (Signing)
Council Proclamation
Sanctioning and asserting our sovereignty through Deshkan Ziibiing Anishinaabek Aki Chi-Inaakonigewin

“We are finally ready to grow up, are we?”
Late community member Stella Burch

Nearly 40 years after the initial idea, we were ready; the 2017-19 Chief and Council moved to finalize the constitution work to strengthen and legitimize our jurisdiction over our territories, laws, citizens, and economy.

In the context of our relationship with the settler state of Canada, our Nation has always maintained our rights as a sovereign Nation. Although the assimilative goals of the Indian Act have oppressed and controlled our lives for generations, we have resiliently remained Anishinaabek. Our histories in treaty with the British Crown are rooted in international law and that is the context in which our relationship with Canada should be maintained. The current frameworks pushed by Canada are incompatible with our sovereignty. Through the endorsement of the 2017-19 Chief and Council, we affirmed our constitution sanctioning process would be informed by our Anishinaabek custom and protocols.

We prepared in a manner that honoured our Ancestors’ sacrifices so that what they fought for is not forgotten. Sanctioned in ceremony (sweat) by our citizens, the offering of sacred tobacco, feasting, and scribing of birch bark (photo above), we exercised our truths and enacted our right of sovereignty. This is the way it is intended to be.

The time has come to celebrate the beginning. The new path forward that our ancestors promised us and the future we can promise our generations to come.

Next Steps for Chi-Inaakonigewin

- Focus on the Nation's Priorities: Nation Building; Rights-Based Agenda; Better Governance; Poverty Eradication; Community Inclusion
- Implementation Plan/Steps to complete foundational work presented at Council Orientation 2019
- Develop the Legislative Branch
- Create a Governance Secretariat
During the 2018-19 fiscal year, the tobacco team was successful in securing funding from the Ontario government to continue with the tobacco project. This was a significant achievement because it means that our funders at Queens Park see value in our work through successive governments, as it has been at COTTFN since 2012.

While there were some project delays due to the change in the provincial government, COTTFN was able to host a meeting in Toronto in March 2019 and invited Akwesasne, UOI, and the Province of Ontario together to explore each other’s perspectives on the issues. It was the first time that the various tobacco research projects being hosted out of communities and First Nation organizations were able to gather together to candidly share our concerns and experiences. COTTFN tobacco research was also shared at a gathering in Alliston, Ontario, with the Association of Iroquois and Allied Indians.

This past fiscal year COTTFN produced a discussion paper that looked at the possibility of a COTTFN tobacco commission and how that compares to other commissions. This paper was provided to Ontario as advice. Ryerson University also reached out to COTTFN to undertake research on this same topic and we look forward to the outcome of that research in the next year as well as our own ongoing research and policy development for self-regulation of tobacco.

- Rolanda Elijah, Tobacco Project Lead
Human Resources

Several new administrative staff joined Chippewas of the Thames First Nation (COTTFN) this year. Mike Deleary started as Executive Administrator after moving over from his role as Manager of the Development Corporation. Annette Howlett accepted the role of Human Resources Manager and Jennifer Mills became the new Policy Analyst.

Human Resources created salary grids for all employees to standardize pay rates across COTTFN. This was accomplished using the PayScale software tool to ensure that COTTFN’s positions remain competitive with similar roles in neighbouring municipalities.

Technical Team

Internally, COTTFN’s cannabis technical team was created to do background research to inform Chief and Council and to go to the community with several models which may work for a Cannabis Control Law. The team will be looking for community input in late 2019.

It is my honour and privilege to work for the Chippewas of the Thames First Nation alongside so many knowledgeable and dedicated professionals. Our administration is constantly adapting and improving our operational efficiency, teamwork, and communication to ensure we offer the most effective services to our community. The administration will continue to assist the Nation in moving along a proactive path to a progressive and prosperous future.

- Mike Deleary, Executive Administrator
Administration provided community assistance funds to support over fifty band members with emergency housing, medical, dental, fuel, food, and home repair expenses. In addition, COTTFN offered funeral and burial assistance for band members, including emergency travel for relatives.

**Investments**
COTTFN invested in the Manitoba retail cannabis market as a shareholder in Garden Variety. COTTFN along with Fisher River Cree Nation are each 6.5% owners in two Winnipeg stores which opened this past year with three more scheduled to open within the 2019 calendar year. Garden Variety is partnered with the successful Colorado cannabis retailer, Native Roots, to deliver a unique retail experience to customers in Winnipeg, Brandon, Thompson, and Flin Flon.

**Cost Savings**
Debt and cost reduction continue to be priorities for COTTFN. Over the past year, overall debt has decreased by over $500,000 and plans are in place to bring it to zero over time. Key to accomplishing this is ensuring annual budgets are balanced with no deficit and that program funding is expended by the end of the fiscal year. COTTFN Administration continues to look for cost saving opportunities. Over the past year, we have changed insurance provider to Aon with a premium reduction of over $100,000 annually. The new format for the Mazinigan introduced this past year consumes significantly less paper and has lower printing cost.

**Finance Policies**
The Finance Department began work to achieve Financial Management Systems Certification from the First Nations Financial Management Board (FNFMB). This involved a complete review of all internal policies related to finance to ensure that they are current and employ FNFMB best practices. We anticipate receiving this certification in 2019.

**Banking**
COTTFN Administration transitioned banking services over from the Bank of Montreal to the Royal Bank of Canada to take advantage of lower rates and special opportunities for the community. These include a true on-reserve mortgage program at mortgage rates rather than loan rates. Also, COTTFN secured a $5 million infrastructure line of credit should we need to finance any major projects in the future.

- Greg Graham, Comptroller
> HEALTH <

Promoting community health and wellness in a safe, reliable, and culturally appropriate environment.

985
# of activities

9061
# of attendees

Crisis Response Team

The federal and provincial governments jointly funded 19 Crisis Response Teams across the province. One team was dedicated to the Southwestern Ontario First Nation communities.

Chippewas of the Thames First Nation is the host community for Southwestern First Nations Mobile Crisis Response Team. The team provides crisis response and mental health services to Munsee-Delaware Nation, Kettle and Stony Point First Nation, Aamjiwnaang First Nation, and Chippewas of the Thames First Nation.

Fast Facts

- 56 individuals served and supported
- Confidential Direct 24/7 Crisis Hotline
  1 866 289-0201

Highlights from 1st Year of Crisis Services:

**Hired** one Crisis Coordinator and three Crisis Workers.

**Trained** on First Nations Mental Wellness Continuum, along with frontline workers from other Nations. 55 participants attended the three-day session and received certificates.

**Launched** the 24/7 crisis hotline on June 1, 2018, giving the communities a resource to call when dealing with a mental health crisis.

**Called** into action on June 1, 2018 to provide crisis response support to Aamjiwnaang.

**Organized** Sweats for youth, Drum making workshops, Grief groups, Traditional healers, Lunch and learns, and Self-care workshops.
Cultural Outreach Program

The Cultural Outreach Worker program uses the evidence-based principles and practices of harm reduction to empower service users to have access to safer drug use practices and support services as defined by the needs of each individual. By centering community well-being and the restoration of Indigenous knowledge systems, life ways, ceremonies, culture, and governance structures, the Cultural Outreach Worker program seeks to reduce the harm experienced by our service users. The program offers harm reduction and wrap-around services to the most at-risk community members within Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation, with a focus on those living with addictions.

Fast Facts

Confidential Direct Line 1 833 289-0544

130 clients accessing traditional services
1 Cultural Outreach Coordinator hired
2 Outreach Workers hired
3 communities served
130 clients served
200 needles distributed
150 Naloxone kits distributed
27 individuals referred to counselling
300 needles picked up and disposed of properly
20 community sessions on safe needle collection and disposal
International Overdose Awareness Day

Chippewas of the Thames Health Centre hosted our first annual International Overdose Awareness Day on August 31, 2018. We had a sunrise ceremony/honour song, followed by breakfast. The theme for the day was the tree of life and the colour purple. Throughout the morning we offered community overdose prevention education and provided free naloxone kits to all participants.

Our event aimed to raise awareness of drug overdose and reduce the stigma of drug-related death. The day also acknowledged the grief felt by families and friends who have lost loved ones to overdoses here in our three communities. There was a remembrance tree for people to post messages on; it hangs in the Health Centre. Traditional healers were on site to provide support to individuals and families.

Pipe Ceremony

From our International Overdose Awareness Day, the Elders put a call out to all Pipe Carriers to conduct a Pipe Ceremony to bring healing to individuals and families in our three communities that are impacted by the opioid crisis, fentanyl overdoses, and deaths.

We had Pipe Carriers come from many First Nations across Ontario and the United States to conduct the Pipe Ceremony and pray for healing for our communities.

The Jingle Dress Dancers danced throughout the day for community healing, giving individuals and families hope, purpose, meaning, and belonging. Elders conducted individual healing sessions for participants throughout the day.

Fast Facts

- 3 communities served
- 50 people attended
Staff Recognition

Monica Hendrick received a “Heroes in Health” award from the Anishinabek Nation for her 23 years of services to our community. Monica delivers several health programs such as walking, diabetes classes, water aerobics, and more throughout the year.

One of the most important programs that we are proud of is the “Welcome Baby Feast”. Each year she makes beaded dreamcatchers with the baby’s name and year of birth for all babies born into the community the previous year. Many parents and children are proud of the dreamcatcher heirloom.

Monica earned her Indigenous Community Diabetes Support Program Diploma (with honours) from Canadore College in 2016. Her new title is Diabetes Health Educator; she focuses primarily on Diabetes Programs for the community and school.

Congratulations Monica!

We offer many other services, including community care and health and wellness programming. See our monthly calendar for information on activities like walking groups, foot clinics, parenting groups, and healthy communal meals.

- Kim Fisher, Health Director
We align the Nation’s Priorities, Departmental Mandates, Purpose, Objectives, and the CCP Goals/Strategies by pursuing four strategic focus areas:

1. Programming
2. Collaborative Strategies
3. Conflict Transformation System
4. Legislation and Compliance

Council & Administrative Support

- Technical support for the Governance Committee resulted in a historic day for the community: Ratification of the Deshkan Ziibiing Anishinaabe Aki Chi-Inaakonigewin (150-200 people in attendance)
- Provided extensive training on law-making and systems development to the Justice Committee, the Clan House of Balance, and Chief and Council.
- Initiated a collaborative approach to Emergency Management with the creation of the Emergency Management & Fire Services Committee. The Bylaw Officer undertook the additional duties of Emergency Management Coordinator and began updating the COTTFN Emergency Response Plan.
- Coordinated electrical and financial resources to install seven new lighting posts at the Antler River Seniors Complex.
- Authored “People’s Home of Belonging”: A framework for a complete child safety, protection, and well-being system based in sovereignty.

Major Initiatives

Nwikjitoonaa Wi-Zaagidying served 1,681 children, youth, adults, and elders through the successful mobilization of initiatives:

- Ka-Zhigaadism iw Nikeyaa Gkendameg Binoojiinyag
- End Silence Children’s Conference 2019
- Gchi Piitenim Nendang Binoojiinh

Community-based approach to health and wellness through meaningful gatherings and safe spaces, including:

- Second Annual International Women’s Day Celebration & Round Dance
- Sweat Lodge Ceremonies
- Nokomis Endaad

- Brenda Young, Justice Director
**51**

**Participants in Culture Camps**
- Maple Syrup Harvest
- Fishing, Hunting, Trapping
- Wilderness Survival
- World Water Day Teachings
- Drum Making
- Canoeing and Medicine
- Knowledge Camp with Youth from Sarnia

Focus Groups held: Ontario Youth “Street Carding” Recommendations; Federal Process on First Nation Citizenship and Band Membership

Financial support provided to COTTFN Police; COTTFN CSI group; and BBC/COTTFN Engagement

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**14**

**Community Workshops,**

including:
- Peacemaker & Kizhewaadziwin E-niigaanzijig Facilitator Systems
- Legislative Hearings on Animal Control Bylaw
- Residential School Survivors Paint Night and Mitt-making
  - Wampum Belt Making
  - “We are still here” Mosaic
  - Indigenous Governance
  - Criminal Records Suspension
  - Men’s Gathering
  - Copper Cup Making
  - Elder Abuse Awareness

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**Community Impact**

- **$35,150**
  - Honorariums
- **$20,170**
  - Catering
- **$178,413**
  - Workshops/Events/Supports
- **$70,000**
  - Additional Revenue Generated
Embracing success through education by building strong identities as Chippewas of the Thames (Deshkan Ziibiing) members by living our traditions and empowering student achievement.

The 2018-19 school year included the implementation of a full day immersion/second language learning in Junior/Senior Kindergarten.

Antler River Elementary had more music and arts presentations, such as the Downie brothers’ visit and learning fun with Saidat.

Our high school graduation rate is stable, with seven students obtaining their Ontario Secondary School Diploma.

We have a number of post-secondary graduates from a variety of fields of study. We honour these students each year at our annual awards banquet.

The COTTFN Bursary Assistance Program is currently available to members of all ages enrolled or accepted into a post-secondary program. Many members have applied and made use of the funds to assist with their studies.

We continue to work with the Thames Valley District School Board and other educational institutions, such as Fanshawe College and Ottawa University, to provide a variety of programming and supports for our students. This year, we hosted a summer credit course for our high school students as well as the Indigenous Teacher Education Program, which has students from Chippewa and the surrounding Nations in attendance.

- Crystal Kechego, Director of Education
We continue to host annual events, such as the Children’s Pow Wow, Community Feast, the Annual Back to School BBQ, and the Bike Rodeo, plus many other school and community events.

We work collaboratively with our community departments on a variety of events, such as, Honouring our Survivors - Orange Shirt Day, Anishnaabemowin development in the community and school, Maori visitors from New Zealand, the End the Silence Workshop, and Going the Miles Youth Conference, to name a few.
The Social Services Department encompasses five core programs: Early Years, Ontario Works, Youth and Recreation, Child Welfare, and Library, which deliver services that support the social well-being of our Nation from infant to Elder, while collectively working to establish social cohesion and unity.

Program Highlights

During 2018-19, the Social Services Committee was active and composed of Portfolio Councillor Jacqueline French as well as community members Evelyn Young and Evelyn Hendrick. They worked diligently with the staff to complete the draft Service Agreement with London Middlesex Children’s Aid Society, approval of the Anishnaabek Food Rights Assistance Program Policy, as well as supporting the Department in hosting “Every Child Matters” Orange Shirt Day Event, Customary Care Engagement Session, Annual Children’s Christmas Party, and Jordan’s Principle Information Session. These combined events had an attendance of 300 participants, with food and door prizes.

“Every Child Matters” – Honouring our Residential School Survivors and Families

This event was held on September 28, 2018, beginning with a sunrise ceremony at the Mt. Elgin Residential School Monument Site. The event included a welcome from Chief Myeengun Henry and laying of flowers by the students of Antler River Elementary School. Following the commemoration at the site, there was an open house at Antler River Elementary School and special guest Don Burnstick entertained the community. Approximately 150 community members of all ages attended, from our young children to our Elders.
Youth and Recreation

In 2018-19, Chippewa had a functional Youth & Recreation Committee consisting of Portfolio Councillor Warren Huff and Committee Members Leland Sturgeon, Delbert Fisher, and Treyton Doxtator. This committee accomplished updates to our Binoojiinyag Funding Guidelines as well as working alongside our Youth Development Coordinator in planning for Chippewas of the Thames First Nation to submit a proposal to host the LNHL in 2020.

The Elite Fund supported three on-reserve members and one off-reserve member. Biinoojiinyag Youth Fund assisted 34 on-reserve member youth and 19 off-reserve member youth. It is great to see an increase in our children and youth participating in various activities from dance, baseball, lacrosse, skating, gymnastics to hockey, as these activities support their health and well-being.

2018-19 Youth & Rec Activities

The staff were key contributors to our minor softball teams with coaching, scheduling, and umpires. We supported teams from four pitch to midgets.

Our Youth and Recreation Program hosted former NHL Player Jason Simon in the community who engaged with the youth in a floor hockey game and motivational speech about staying healthy, both physically and emotionally.

Summer Day Camp for children 5-12 years old, as well as PD Day Camp and March Break Activities for the children/youth (about 15-20 participants each day)

Archery at Children's Pow Wow

Annual Haunted house for CSI event and Halloween

Youth Council

Basketball Program (with HS boys in tournament)

Swimming Nights

Canoe/Kayak program

Native Youth Olympics
28th Annual Children’s Christmas Party

Chippewas of the Thames First Nation held its 28th Annual Children’s Christmas Party on December 1, 2018 at the Community Centre. We had 257 children registered for the party ranging from 0-13 years old. The activities included: carnival games, balloon activity, children’s book giveaway, clown magic show, pictures/visit with Santa, as well special guest the Grinch. We had a pre-registration draw and hourly cash door prizes for a chance for parents/guardians to win.

The event was well attended and what a good way to kick off the holiday season. This event would not have been possible without the support of our Thunderbird Trust as well as Social Services, Health Centre, and Antler River School Team Members.

Library

In 2018-19 our library did not receive any new funding and there was a decline in use of the library by the community. This library only receives a grant of $15,918 per year, which does not provide for purchase of new books/resources or technology. With a funding shortfall for the part-time salary and declining community use, we had to make the difficult decision to temporarily close our library. We are optimistic that we can find a permanent location for a new library and archives for the community.

- Tammy Deleary, Director of Social Services
EARLY YEARS

Enji Maajtaawaad Early Years (Where They Start) is a licensed Childcare, Head Start, and EarlyON program that provides a nurturing, play-based environment rooted in Anishinaabe language and culture for children aged 0-6 years and their families.

2018-19 marks the completion of year three in a five-year strategic plan for language immersion at Enji Maajtaawaad Early Years. With high goals to become the first program in Ontario to offer licensed, full-day childcare and early learning experiences only in Anishinaabemowin, the Early Years team is demonstrating that visions can become a reality!

**Anishinaabemowin Training & Development**

In 2018-19, each learning environment for infants, toddlers, and preschoolers had a language instructor paired with registered/assistant early childhood educators. In total, three proficient language speakers provided Enji Maajtaawaad the capacity to use and practice the language throughout each day. This method of language delivery developed language acquisition, knowledge, and skills in both the children and staff, and quickly filtered its way into the homes of the families.

The children are geniuses when it comes to acquiring a second language and displayed a genuine desire to learn and use their language every day. They also proved to be the most inspiring teachers and motivators to their parents and families.

71 children that attended regularly received

1120 hours of Anishinaabemowin

The Early Years team continues to be successful in the journey towards becoming second language speakers. The majority have mastered approximately **174 commonly used sentences and phrases and well over 500 words** that can be frequently heard in and outside of the centre.

If we continue to keep the current pace towards infusing the language into everything we do at Enji Maajtaawaad, our vision of becoming an immersion program is achievable.
Getziimag Maamwiziwin
(EarlyON Child & Family Services)

The Ministry of Education provided new funding to assist communities in delivering child and family programming. As a result of this funding, we were able to support and deliver more family language nights, drop in & play groups, and healthy childhood development activities and workshops, as well as provide professional advice, assessments, and referrals.

Bskaabiidoodaa Gdanweininaa (Let’s bring back our language)

Enji Maajtaawaad Early Years used one-time capacity funding to address the need for a community-wide Anishinaabemowin reclamation strategy. In consultation with the language working group and community language activists, a plan was drafted and authored by Dr. Eva Jewell from Deshkan Ziibing.

Overall, the engagements were enlightening and interactive which brought new perspectives and ideas to consider in our journey towards reclaiming our language. The hope is to have the document endorsed by Chief & Council in 2019-20.

2018-19 Additional/One-Time Funding

Every year the administrative team at Early Years works hard to secure additional funding to address budgetary shortfalls. Below is a list of the additional funds received this past year and what they addressed in our service delivery:

$110,239 Health & Safety funding through the Ministry of Education (toddler washroom renovation, LED lighting upgrade, window installation, commercial washer and dryer, shade sails for playground, and electrical upgrades).

$40,487 Jordan’s Principle supported weekly Speech & Language and Occupational Therapy services to 24 children on reserve and 7 children off reserve.

$30,000 Babies and Beyond Coalition (OAC) provided book bundles, health fairs, car safety clinics, and a website for Chippewa, Munsee, Oneida, and off-reserve families in the London Middlesex area.

$48,875 BBC Own Source Revenue funded a language teacher for the Enji Maajtaawaad Infant Room.

$5,000 Thunder Bird Trust co-sponsored the Annual Naming Ceremony and Community Drum Social & Feast.
CHILD WELL-BEING AND BAND REPS

To preserve and protect our children and families in a way that promotes safe and culturally strong First Nation homes.

Our department purchased a data management software from Coyote Software in March 2019, set to be implemented by January 2020. This software will assist our department with data collection and management, which will improve our efficiency for our children and families.

2018/19 Activities

BOCH (Bringing Our Children Home)
Christmas Party November 18, 2018
80 people

BOCH Event – Play Away in London
November 19, 2018
30 people

Children’s Christmas Event – Grand Theatre – November 20, 2018
75 people

Respite Services (for Children-In-Care)
November/December 2018
20 people

BOCH Naming Ceremony
December 8, 2018
30 people

Grief Workshop in Six Nations
December 2018
12 people

Purchased winter jackets, snow pants, etc. for Children-In-Care
50 people

Young Bucks Group
Started January 21, ran once a month

Literacy Day Event
January 26, 2019
20 people

Girl Power Group
Started January 28, ran once a month

Mom to Mom Support Group
February 13, 2019
10 people

Family Day Event – Fleetway
February 18, 2019
20 people

Men’s Wellness Group
Started February 21, ran twice a month
10 people

BOCH Paint Day
February 24, 2019
20 people

March Break Day Camp
For 5-7 year olds
15 children

Doll Making Workshop
March 2019
20 people

Food Bank Drives
Various times throughout the year
ONTARIO WORKS

Ontario Works is responsible for helping community members in need that have no income or low income by providing them with both income support (financial assistance) for basic needs and shelter costs and employment supports to help with upgrading skills/education and in finding employment.

Ontario Works continues to reach out in the surrounding area to create new and continue existing relationships in areas of employment and financial supports.

External Services/Relationships include:
Fanshawe College SWAC    Strathroy adult day school    Next Wave – YJC
Goodwill Industries    Salvation Army    Free tax preparation

Employment Supports
Continued supports for ongoing schooling for adults in Strathroy and London, ON
High school graduates completing OSSD and GED
Entry into post-secondary
Employment experience work placements
Continued programs around holistic healing, self-care, skills building, certifications

Housing Supports
Working in relationship with the Chippewa Housing department for housing emergencies and repairs for both Ontario Works clients and non-clients that are deemed to be low-income.

This past fiscal year, Ontario Works and Chippewa Housing partnered to do repairs for 17 homes through the Transitional Support Fund.
**Initiatives: AFR and Community Garden**

The Ontario Works office is responsible for the implementation of the Anishinaabek Food Rights (AFR) program in which Chippewa members can purchase a food basket each month for a fraction of its value. The basket consists of perishable and non-perishable food items, toiletries and, if needed, baby items. The AFR initiative generates a modest revenue, which goes directly back into obtaining ongoing food supplies to sustain itself.

**Community Garden**

Two staff are now assigned to the garden to keep up with planning and maintenance, with plans for a third person to support both AFR and the garden.

**Further Initiatives**

Resources accessed in the past year include the Thunderbird Trust, individual donors, local churches, and a Leamington food processor.

Chippewas of the Thames Ontario Works staff were also instrumental in community events and programming throughout the year. We assisted with Solidarity Day, Harvest Feast, Children’s Pow Wow, CSI events, physical fitness programming, such as yoga and weight loss challenge, and trying to support an all-around approach to community and social wellness.
Land is central to the four functions of the Treaty, Lands & Environment department: Land Management, Consultation, Environmental Initiatives, and Treaty Research & Land Claims.

**Land Management**
- Land management within the First Nation falls under the federal *Indian Act*, as coordinated by our Lands Manager; land transfers are completed using Citrix, an online restricted federal database. We regularly receive requests for information, such as the location of parcels, right of ways, and maps.
- Pending approval from Chief and Council and COTTFN citizens, we are ready to move forward with Land Code and make land allocation decisions separate from Indian Affairs.
- We have engaged in capacity development and training on such topics as Designation, Additions to Reserve (ATR), and Matrimonial Real Property in preparation for Land Code.

**Duty to Consult**
- Wiindmaagewin protocol has been implemented by the Consultation Unit. All proponents and external governments receive a copy of the protocol when they contact COTTFN and are expected to fulfill their responsibilities. This unit has started generating revenue for the Nation.
- To manage the volume of submissions, we recently acquired software to monitor and track projects. This software is called Community Knowledge Keeper and all Treaty, Lands & Environment staff have undergone training in it.
- The Archaeology Monitoring Program went through restructuring and now provides Archaeology Field Liaisons (AFL) for various locations in Southwestern Ontario.

**Treaty Research & Land Claims**
- We have been busy presenting and conducting workshops on the Treaty history of COTTFN to various groups ranging from students at Antler River school and educators within the Thames Valley School board to the Indigenous Heritage Circle in Winnipeg.
- Fundamental to the research and preparation of documents necessary to advance the Longwoods Treaty Claim, we have been investigating how land moved from under First Nation control to settler grants and patents. This involves understanding the mechanics of township creation and development.
- We are also managing three claims that have been previously researched. For example, one claim looks at the railways that cross COTTFN land and questions why the railway beds did not revert back to the Nation. The Railways claim will be submitted in 2019.
Environmental Initiatives

CMO Source Water Protection with the Canadian Environment Law Association

- The Tri-Nation source water protection project with CELA was officially completed in January 2019. Over the course of the two-year project, five community engagements were held, and one video was produced. The outcomes of this project include draft bylaws and policies to protect our source water.

  Link to video: https://www.youtube.com/watch?v=wInig0ou35o

Environmental Monitoring

- As a result of the CELA project, we developed a relationship with Western University’s Civil and Environmental Engineering department. As a result, between May and October 2018, water samples were taken from seven locations around COTTFN bi-weekly to measure variables such as water flow rates and phosphorus levels. Water testing is continuing in 2019.

- In April 2018, a working relationship was re-established with the Phosphorus Reduction Collaborative. The PRC received funding from Environment and Climate Change Canada to implement a three-year pilot project testing out technologies that remove phosphorus from the source (e.g. farm tile) before it enters the local waterways and ultimately ends up in Lake Erie. COTTFN’s north ATR lands were chosen as one of six sites in southwestern Ontario for this trial and a great deal of time was spent coordinating the spring 2019 installation.

- Benthic sampling, which began in 2016, continued this past year in June and September of 2018. Benthic sampling (counting the number and type of macroinvertebrates on the top layer of the riverbed) is used as a measure of water quality.

- Fish sampling occurred for the second year in August 2018. Fish sampling is done to understand the quality and quantity of fish species in our local waterways.

Thames River Cleanup

- In October 2018, a Thames River Cleanup was organized as part of the Antler River Guardians program. Activities included a canoe trip and riverbank cleanup from Oneida Bridge to Iona Bridge and a community cleanup of the Oneida Bridge area. Abandoned roll nets, couch cushions, plastics, and other items were removed, filling nearly a dozen garbage bags.
Pow Wow Initiatives

- As part of the Gchi-pitenim nendang Binoojiinh (Respecting the Views of the Child), a collaborative circle of services project with Atlohsa, the TLE department constructed a temporary nature trail for the pow wow weekend. This trail provided an opportunity for off-reserve COTTFN youth to connect with the land and environment along the river.

- With the support of Walker Environmental, COTTFN’s first ‘Green’ Pow Wow occurred in August 2018. This meant providing composting, recycling, and solid waste diversion options. The compost that was collected returned to COTTFN in the form of nutrient dense soil for the community garden in Spring 2019.

Snake Nesting Structure

- In spring 2018, the Lower Thames Valley Conservation Authority provided materials to set up a snake nesting structure in a meadow of Little Blue Stem Prairie Grass. The purpose of the structure is to provide additional habitat for snakes, especially the Eastern Hognose snake which is a species at risk.

Stream of Dreams

- In October 2018, the Environment Department collaborated with the Upper Thames Valley Conservation Authority to bring the program ‘Stream of Dreams’ to Antler River Elementary School - the first ‘Stream of Dreams’ collaboration with a First Nations school. Stream of Dreams is a program that teaches students about stream health and the local watershed. Local First Nations teachers were brought in to co-facilitate the program, including medicine and water teachings led by Chippewa youth leaders in the children’s lodge. Part of this project included painting wooden fish and attaching them to a fence as a reminder of the importance of taking care of our environment.

Turtle Crossing Signs

- COTTFN is home to many species at risk, including several turtle species. One of the largest threats to turtles in this area is road traffic. To curb this issue, in the spring of 2018, a turtle crossing design competition was held in the community. In the fall of 2018, the roads department put up the turtle crossing signs in nine locations.

- Kelly Riley, Director of TLE
The Comprehensive Community Plan identified the need to broaden the curriculum for children 0-8 years old to include Ojibwe culture, language, and history. The Language, Culture and Heritage Department is working towards this mandate by securing funding to extend the language program. In the past four years, Enjii Maajtaawaad Early Years has implemented an Ojibwe immersion program in the classroom and within the past year collaborative efforts began to extend the immersion program with Antler River Elementary and Paswe’aatogook Adult Immersion Program.

The first step in this initiative involved program research and visits to other Nations to learn best practices on pedagogy and assessment tools. This resulted in a root word method, grammar patterns support, and a “Total Physical Response” teaching method that was implemented in the classrooms. Additional resources were developed, such as a maple syrup unit and language games which were shared with all programs. A recording studio was built at the Enjii Maajtaawaad Early Years Centre to assist all programs in the ongoing preservation and recording of the language. Lastly, a language website is now complete, and the hope and intent is to move forward in creating an online language course with Fanshawe College.

**Paswe’aatogook Adult Immersion Program**

The Pawe’aatigook Adult Immersion Program began in September 2018 and provided language instruction 80%-100% each day with Monty McGahey II as the Language Specialist and the support of fluent language speaker Jennie Blackbird. The program originally started with seven students but unfortunately three students withdrew for various reasons and four students completed the program in June 2019. Additional efforts were made by the Department to secure the Aboriginal Teacher Education Program with the University of Ottawa in our community which resulted in one of our language students continuing their studies to obtain their teacher certification. Community language bingos were held to assist community members in learning the numbers in Ojibwe.
Enji Maajtaawaad Early Years Language Program

The Enji Maajtaawaad Early Years Program received one fluent speaker to assist in classrooms who exceeded in meeting the language instruction expectations at 30% throughout each day. It involved developing and implementing 174 commonly used conversational phrases and 26 monthly word sets to support the classrooms along with supporting resources. Also, a monthly assessment tool was developed and implemented to effectively track the children’s progress. To support language use in the classroom and the home, the Early Years program held lunch and learn sessions for educators along with monthly Parent Language Night activities in the community.

Antler River – Kindergarten Program

A language immersion program for Antler River was implemented in September 2018 which involved hiring one fluent Kindergarten teacher who exceeded expectations in providing language instruction at 80% each day. The teacher purchased and produced their own language resources and materials to support the learning in the classroom. Antler River Elementary School has produced a draft language curriculum framework along with a teacher training outline for the 2019-20 school year. Additionally, the school hosted various after-school language activities and monthly family immersion sessions.

Mount Elgin Residential School Legacy Tours

Throughout the year and through the efforts of Nancy Deleary and Nimki Wilson, various cultural awareness presentations were made regarding our Nation’s residential school legacy. Sessions were held with schools, organizations, and the general public at the Mount Elgin monument site. E.g. University of Western Ontario, St. Marquerite d’Youville Elementary school, General Dynamics training.
41st Annual Chippewa Pow Wow

The 41st Annual Chippewas of Thames Pow Wow was held August 18-19, 2018 at the Chippewa Ballpark. The department was successful in securing additional funding to host a homecoming Pow Wow which featured a Friday night “Rock the Park” event which highlighted our local musicians from various genres along with the world-renowned Black Lodge Singers to be our host drum for the Pow Wow. This annual community event brings the opportunity for people to come together to socialize and celebrate life within our Nation.

Chi Meegwetch for the many volunteers and sponsors who played an integral part in the success of the 41st Annual Chippewa Pow Wow.

Department Support Initiatives

Throughout the year, the Language, Culture and Heritage department collaborated with other departments on cultural initiatives, including:

- Creating works of art with the Justice Department for International Women’s Day
- Indigenous Teacher Education Program with the Education Department
- Creating a garden project with the Health Department

As the footprints set before us, the Language, Culture and Heritage department would like to say G’Chi Meegwetch to all who came before us and dedicated their time and effort to work together to strengthen our Nation’s identity as Anishinaabe people.

- Gina McGahey, Director of Language, Culture and Heritage
In 2018-19, the focus was on Community Health & Safety. The Public Works Team and Executive Administrator focused on safe drinking water, roads, housing, and community buildings.

**Housing Projects**

Construction began on the 4-plex rental units during the 2018-19 fiscal year. These units are 870 square feet with two bedrooms and one bathroom. The Housing Team successfully completed the units in June 2019. Work started in June 2019 on four new four-bedroom homes.

As usual, home inspections and repairs took place during the 2018-19 year.

**Water Tower Restoration & Painting Project**

While this project did not take place during the 2018-19 year, we want to take the opportunity to thank the community for their cooperation and patience during this project. In June 2019, the water tower was decommissioned for approximately eight weeks while the interior and exterior of the tower was sandblasted, cleaned, painted, and new piping, valves, heat thermocouples, and chlorination panel were installed.

- Allan Farrell, Director of Public Works

**Jubilee Road Phase 3 Project**

The project started in March 2019 – 5.7kms of full reconstruction and drainage. 22 weeks later, the Jubilee Road project was completed on budget and ahead of schedule with great cooperation from community members.
Selected External Funding Secured

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<th>Source</th>
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<td>4-Plex Housing</td>
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<tr>
<td>Jubilee Road</td>
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<tr>
<td>Nimkee Reno</td>
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<td>Water Tower</td>
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<tr>
<td>School Roof</td>
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</table>

Projects Completed by Aug. 2019

Chlorination Panel Installed – 2019
Security System for Community Centre - April 2019
2 CMHC Houses – April 2019
4-Plex New Rental Units – June 2019
Admin Door Security Remote Locks – June 2019
Water Tower – Interior & Exterior—Aug. 2019
4 Housing Reno’s – Aug. 2019
Jubilee Rd Phase 3 Reconstruction & Ditching Design - Aug. 2019
Ballpark & Pow Wow Grounds Full Renovation—Aug. 2019
To create an enabling environment for self-reliance, both for COTTFN community members and families, as well as for the Nation.

### SOAHAC

The commercial lease was undervalued and confusing. We negotiated a new lease so that Chippewa is collecting competitive rents. We were successful at getting a pharmacy, Pharmasave, in the building.

### High Speed Internet

We need better internet service for Chippewa, including our commercial areas. After researching various suppliers, we chose to go with 100 MBPS with Bell. The project will start in the 2019-20 fiscal year.

### Nimkee

There is significant erosion around the Nimkee building that COTTFN rents out (see red line). We investigated the erosion and considered options for repairing the hill.

### Entrepreneurs

In the past year, we assisted four individuals with starting their own businesses. Some members participated in the two Business Forums that we organized in partnership with Tecumseh. Going forward, we would like to focus on students from an accredited business program or those who have some experience in a related field. We partnered with Fanshawe College this past year to offer accredited entrepreneur training. This is the first step in a larger partnership with Fanshawe.

New location of training trailers separate from the community centre’s hydro (above).

### Small Business Centre

We are developing a small business hub, called the Miikenans Hub. In 2018-19, we developed a feasibility study.

### Other

We regularly attend networking events to establish relationships with various organizations and companies, including the London Chamber of Commerce. We have also been working on the challenging Addition to Reserve process on a few properties.

- Dwayne Kechego, Director of Ec Dev
To enhance the social and economic goals of our members through the delivery of quality, client-centred training programs and services.

**Fanshawe Partnership**

Through Fanshawe, we have been able to offer our members college courses taught on reserve, including Personal Support Worker and Entrepreneurship programs. Fanshawe has noted the high retention rates of our community-based programs.

"Bringing Fanshawe College directly to the community and with the existing supports from the Employment and Training department has been a true success."

Guy Williams, Manager First Nation Centre

**Client Services**

Several clients come in daily for help with resume writing and jobs searches and to use our phone and photocopier. We offer quarterly training on First Aid, WHMIS, Safe Food, Smart Serve, and computer skills. Our annual programs include Driver’s Education, income tax clinic, and summer student employment. Here are some participation numbers:

- WHMIS: 36
- Social Enterprise Class: 172
- Safe Food: 30
- Computer Use: 112
- Resume Help: 35

**Public Transportation**

Over the years, our community identified the lack of transportation as a major barrier for accessing schooling and job searches. A bus was purchased in 2017 and continues to make stops in London. In 2019, we added a large 12 passenger van so we can bring groups to job fairs, events, and Fanshawe programming.

- Angela Fisher, Director of E&T

**High School**

We’ve seen the need for community members to obtain their OSSD/GED/Equivalent. With the $300/credit incentive being offered to mature adults, we’ve seen a higher rate of community members returning to school and achieving their personal goals. Seven members took advantage of the incentive last year. Once students graduate, many have the confidence to continue with post-secondary education.
INDEPENDENT AUDITOR'S REPORT

To the Members of Chippewas of the Thames First Nation

Opinion

We have audited the accompanying financial statements of Chippewas of the Thames First Nation (the "First Nation"), which comprise the consolidated statement of financial position as at March 31, 2019, and the consolidated statements of revenues and expenditures, changes in net assets (debt) and cash flows for the year then ended.

In our opinion, except for the possible effect of the matters described in the Basis for Qualified Opinion section of our report, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of Chippewas of the Thames First Nation as at March 31, 2019 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for public sector entities.

Basis for Qualified Opinion

The Development Corporation is a wholly-owned subsidiary of the Chippewas of the Thames First Nation. The financial amounts of the Development Corporation were not available at the time of this report. As a result, the related assets, liabilities, and net assets as at March 31, 2019 have remained unchanged from the prior year ending balances and these figures have not been audited. The revenues and expenditures for the year ended March 31, 2019 have not been recorded in these consolidated financial statements as they are not available.

The Land Trust is controlled by the Chippewas of the Thames First Nation and was established to administer certain land claim settlement funds received by the Chippewas of the Thames First Nation from the Government of Canada. The financial amounts of the Land Trust were not available at the time of this report. As a result, the related assets, liabilities, and net assets as at March 31, 2019 and prior years have not been recorded in these consolidated financial statements. The revenues and expenditures for the year ended March 31, 2019 and the year ended March 31, 2018 have not been recorded in these consolidated financial statements as they are not available.

Due to a limitation in the information available to us at the time of the audit, we were unable to gain a sufficient understanding of a balance of $235,000 that is included in accounts payable. As a result, we were unable to determine which adjustments, if any, might be necessary to accounts payable, expenses, or excess of revenues over expenditures. Our opinion on the consolidated financial statements for the year ended March 31, 2018 was not modified in respect of this matter.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the First Nation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matters

The assets, liabilities, net assets, revenues and expenditures of the Development Corporation for the year ended March 31, 2018 have been included in these consolidated financial statements. These amounts have been audited by another accounting firm, refer to (note 18) for a summary of this information.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for public sector entities, 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.
In preparing the financial statements, management is responsible for assessing the First Nation's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the First Nation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the First Nation's financial reporting process.

Auditor’s Responsibilities of Management for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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 First Nation’s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the First Nation’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the First Nation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

London, Ontario
July 18, 2019

MacNeill Edmundson
PROFESSIONAL CORPORATION
CHARTERED PROFESSIONAL ACCOUNTANTS
Authorized to practice public accounting by
The Chartered Professional Accountants of Ontario

James B. MacNeill FCPA, FCA, CFP  Jeremy A. Giles CPA, CA  Lissa Savage CPA, CA
Robert F. Edmundson CPA, CA (Retired)

82 WELLINGTON STREET, LONDON, ONTARIO N6B 2K3  TEL 519.660.6060  FAX 519.672.6416  WEB www.meb.on.ca
### Council Honoraria and Expenses

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<th>Name</th>
<th>Position</th>
<th>Salary</th>
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## Consolidated Statement of Financial Position

### Financial Assets
- **Cash**: $11,995,562
- **Temporary Investments**: $111,672,314
- **Accounts Receivable**: $1,739,307
- **Funds Held in Trust**: $536,657
- **Housing Loans Receivable**: $1,008,410

### Liabilities
- **Obligation Under Capital Lease**: $340,989
- **Accounts Payable and Accrued**: $1,592,518
- **Deferred Revenue**: $4,310,724
- **Debt**: $8,111,551

### Net Financial Assets
- **Total**: $112,596,468

### Non-Financial Assets
- **Capital Assets**: $25,812,659
- **Assets Under Capital Lease**: $372,080
- **Intangible Assets**: $110,872
- **Prepaid Expenses**: $11,464
- **Long-Term Investments**: $346,690

### Accumulated Surplus

*Accumulated surplus is comprised of:*
- **Externally Restricted Funds**: $210,000
- **Internally Restricted Funds**: $136,946,300
- **Unrestricted Funds**: $2,093,933

### Total
- **Total**: $139,250,233
## Revenue

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<th>Source</th>
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<td>Investment Income</td>
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<td>Indigenous Services Canada</td>
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<td>Province of Ontario</td>
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<td>Stepping Stones</td>
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<td>CMHC Subsidy</td>
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<tr>
<td>Band Generated</td>
<td>$336,566</td>
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<tr>
<td>CMHC Housing Repair Funding</td>
<td>$321,166</td>
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<tr>
<td>Interest</td>
<td>$86,255</td>
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<tr>
<td>Foreign Exchange Gain (Loss)</td>
<td>($8,254)</td>
</tr>
<tr>
<td>Deferred Revenue - Current Year</td>
<td>($4,310,724)</td>
</tr>
<tr>
<td>Unrealized Gains on Investments</td>
<td>($4,458,941)</td>
</tr>
</tbody>
</table>

**Total Revenue**  
$28,356,884
### Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortization of Assets Under Capital Lease</td>
<td>$106,309</td>
</tr>
<tr>
<td>Amortization of Capital Assets</td>
<td>$1,239,297</td>
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<tr>
<td>Band Government</td>
<td>$3,508,765</td>
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<tr>
<td>Big Bear Creek</td>
<td>$3,327,233</td>
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<tr>
<td>Capital Projects</td>
<td>$245,563</td>
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<tr>
<td>Child Welfare</td>
<td>$407,404</td>
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<tr>
<td>Development Corporation</td>
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<tr>
<td>Economic Development</td>
<td>$376,612</td>
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<tr>
<td>Education</td>
<td>$5,322,754</td>
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<tr>
<td>Employment and Training</td>
<td>$700,393</td>
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<tr>
<td>Health</td>
<td>$1,687,827</td>
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<tr>
<td>Housing</td>
<td>$938,092</td>
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<td>Justice</td>
<td>$560,611</td>
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<td>Lands and Environment</td>
<td>$354,391</td>
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<tr>
<td>Public Works</td>
<td>$1,261,544</td>
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<tr>
<td>Social Services</td>
<td>$4,572,567</td>
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<tr>
<td>Tobacco Self-Regulation Pilot Project</td>
<td>$287,414</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$24,946,475</strong></td>
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<tr>
<td><strong>Excess of Revenue over Expenditures</strong></td>
<td><strong>$3,410,409</strong></td>
</tr>
</tbody>
</table>