



WASAUKSING FIRST NATION
STRATEGIC PLAN
2012-2017

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| | ASAUKSING FIRST NATION STRIVES TO PROVIDE EQUAL OPPORTUNITIES FOR ALL MEMBERS | |
| | OF THE COMMUNITY TO DEVELOP, ENHANCE, AND SUCCEED IN ECONOMIC GROWTH WHILE | |
| ŀ | PROMOTING THE CONTINUED SOCIAL, TRADITIONAL, AND SPIRITUAL DEVELOPMENT OF ITS | |
| | First Nation. | |
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Message from the Chief

Aanii Boozhoo,

As the Chief of Wasauksing First Nation, I am committed to creating a strong governance system, a stable economic base and a community that is filled with new opportunities. Together we can build a better future for our children, the families who live here, and for all those who live elsewhere and wish to return home to Wasauksing.

In Anishinabek tradition a "VISION" is a look into the future, with guidance from our ancestors. With this document, I believe that we all do have a common vision of what we want our future to be. Mind you, there is a lot of work that has to be done for our community vision to become a reality. To create the necessary "strong roots" for the future that work has to start NOW.

It is important to our success that we move forward together as a community.

If we simply maintain the current situation (status quo) we ensure another generation's marginal life. We cannot allow this to happen. We must work together to challenge the status quo and build a prosperous future for our children. We can no longer expect the Federal or Provincial Governments to improve our future for us. History has proven their unwillingness to help all too well.

Wasauksing First Nation has the ability and opportunity to create our own governance system. This will enable us to participate on a more level playing field with the rest of mainstream society. To build a stronger government Wasauksing First Nation has initiated development of: a Financial Administration Law, a First Nation Land Management Code, a First Nation Property Taxation Law, a Band Custom Election Code, a Constitution, and a Consultation and Accommodation Protocol. Each one of these is a necessary component to a strong governance system.

With a strong stable government comes a strong stable economic base.

In any successful government it is important to diversify income sources. Government handouts are not enough anymore, especially with imminent cutbacks to First Nations. By implementing a financial administration law, taxation system, and land management code, we are creating other sources of long-term income for our community to use for our own needs and creating more permanent full-time jobs. In short, we are creating a stable economic environment where outside investors will eagerly want to invest their money in our businesses and long-term capital projects.

There are heavy demands from our community for opportunities in education, employment, housing, and public services. This demand combined with the lack of adequate funding from governments means that it is our responsibility as leaders, staff, and community members to create positive change.

Together we will make our vision become a reality.

The Strategic Plan, which we have developed through cooperation and meaningful dialogue with the community, identifies our current opportunities and a plan of action to make these changes a reality. We must maximize our resources, and focus on key objectives that will improve our quality of life. We are strong Anishinabek people, living on our traditional lands, with a young talented work force eager to move forward.

Implementing this Strategic Plan is the critical first step along our journey to make our vision and mission statement a reality for our young people and future generations. Miigwech.

Chief Robert Tabobandung



CURRENT CONTEXT

Before identifying strategic priorities for the future, it is important to describe the current situation where we live. The following statements express positive current aspects of Wasauksing First Nation:

- Wasauksing First Nation has an incredible location with respect to natural beauty. The shores and islands that surround this community provide a beautiful setting and a healthy, natural environment in which to live and work. It is centrally located to traditional fishing sites, berry gathering sites, and a source for natural products such as sweet grass and birch bark.
- There is great economic development opportunity in this area. As a vacation hot-spot on the shores of Georgian Bay, the Wasauksing Marina provides tremendous business revenue potential for the community.
- We are proud of our Anishnaabe traditions, and we are focussed on growing and revitalizing our culture. Traditional events and ceremonies are an important part of the community calendar.
 Traditionally our community is oriented around gathering and fishing and the ability to fish remains an important aspect of our cultural identity.
- Our community's population is growing quickly. Children and youth remain our collective focus. We are proud of our youth and investing in their future is a priority for our government.
- Anishinabek people are resilient, caring, strong, intelligent and determined. We are a friendly people and are open to interaction with other communities and surrounding peoples. We enjoy coming together to celebrate important occasions. We are industrious and talented, creative, and politically astute.
- The Elders are a strength of our community. They are a source of inspiration and guidance for many. They are also the living memory of our people they store much of our history, language, culture, and heritage. They are our foundation.
- Wasauksing First Nation Chief and Council have established a set of programs and services for the community. These include a pre-school program, facilities for youth, school and health centre, adult learning centre.





CREATING A NEW LEGACY FOR OUR CHILDREN



OUR CHILDREN AND YOUTH WILL GROW AND BECOME OUR NEXT GENERATION OF LEADERS; DECISIONS MADE TODAY MUST TAKE INTO CONSIDERATION THEIR FUTURE AND THAT OF THEIR CHILDREN'S CHILDREN.





This Strategic Plan is a summary of information gathered through an extensive series of focus group meetings. These meetings included comprehensive input from many Wasauksing community members. The following groups were consulted:

- Chief and Council Focus Group;
- Staff Focus Group;
- Elders Focus Group;
- Men's Focus Group;
- Women's Focus Group;
- Community Focus Group;
- Off-reserve Focus Group; and,
- the Youth Focus Group.

The data collected consisted of a community wide survey of both on and off Reserve members, twenty home visits, and four life histories with community Elders. Our community Elders contributed important values and principles to this document.

The Strategic Plan sets the broad direction for the Chief and Council going forward. This is intended to be a five-year plan. Wasauksing may evaluate and review progress on strategies at the end of the timeframe. The five-year review would measure progress of objectives identified in this document and reassess strategic objectives going forward.

This document is not intended to be a detailed analysis of program options and operational plans. It is intended to be a broad framework into which a number of initiatives fit. This Plan is intended to reflect the needs and expressions of our community.

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OUR VISION

CREATING A
SUSTAINABLE &
PROSPEROUS
COMMUNITY FOR OUR
CHILDREN



Our vision statement expresses how we view the future. It is a summary of our values and the goals for our community. Vision is very important in the context of moving forward, it is important to have an idea of what the future will look like. Our goal is to create a legacy whereby today's youth and future generations will have the opportunity to raise their families, create businesses, find employment, build homes, and educate their children in their home community. Our connection to the land is strengthened based on our ability to speak our language and embrace our culture.

- Wasauksing will be a safe and accessible community with infrastructure and services that make it the perfect place to raise children and to live.
- Our community will be close-knit; with elders and youth at the core of all decision making.
- Our people will be proud of our culture, traditions, and stories. Together we can revive our language.
- Business development will be an active and growing initiative. It will
 provide significant revenue to Wasauksing and generate wealth for our
 community. Development will not intrude on the environment and will
 be conducted in a sustainable manner. Jobs will be plentiful and businesses
 owned by our members will thrive.
- The Wasauksing government will be responsive and transparent to our members. It will deliver programs and develop laws and regulations that protect and enhance lives within our community. Important services such a grocery store, gas bar, craft stores and other business will be available for all community members.
- Our population is growing quickly. Those living away from home will be able to return to a prosperous and thriving community.



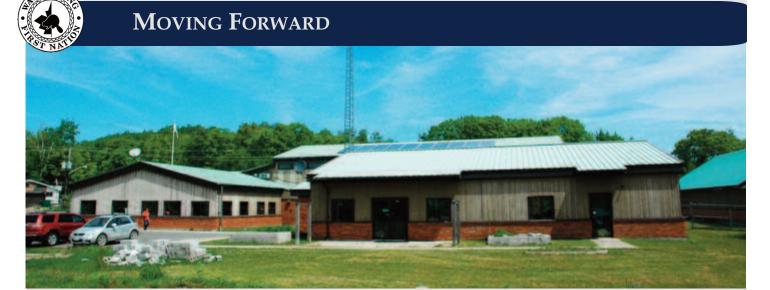
Our Future

Wasauksing First Nation is an ideal location to raise a family and a working model of an environmentally sustainable, self sufficient, and culturally proud community. Our government will, at all times, be oriented towards serving our membership, and will always strive to exercise good governance.

Our guiding principles come from the Seven Grandfather teachings of Wisdom, Love, Respect, Bravery, Honesty, Humility, and Truth. Through the practice of these principles, we aspire to live the good life of Mino-Bimaadzwin and to work together to create an Anishnaabe community of care, respect, acceptance and love in all that we do.

Wasauksing values are statements of how we conduct ourselves as we work towards achieving our common objectives.

- One of our strengths is our focus on the future. This is reflected in our vision. Our children and youth will grow and become our next generation of leaders; decisions made today must take into consideration their future and that of their children's children.
- We are strong Anishinabek people bound by a common history, common ties to the land and water, and common ancestors. We have supported each other for generations, and will continue to do so. The importance of community and family is a central value of Wasauksing First Nation.
- Preservation of our land for future generations. Wasauksing has a responsibility to ensure the health and wellbeing of our members. It also has a responsibility to preserve, protect and enhance the heritage of our ancestors. The emphasis placed on traditional ways of doing and thinking must be reflected in our decision-making processes and structures.
- Equity is a principle that relates strongly to good governance. As we work towards improving our programming, we must ensure that community members are treated on a basis of fairness and equality meaning all members receive the same standard of service.
- Transparency, Accountability, and Communications: Wasauksing provides important services and programming to our members. It also regulates activities on our land, by enacting laws, regulations and procedures. These programs and regulations are intended to protect and enhance the quality of life for all members. Actions of our Government must be founded on effective communication and openness with the community about the immediate and future impact of decisions.
- Generating revenue from investments will increase employment opportunities, education, and training incentives. It will integrate our community into the larger regional economy.
- Wasauksing's commitment to financial responsibility will ensure that revenues and expenditures are carefully monitored. Financial responsibility must be instituted at all levels of our government. Accountability for program funding and effective program reporting to measure success.



1. GOOD GOVERNANCE

OBJECTIVE

To be transparent and accountable in all decision making processes. To deliver services fairly, equitably, and effectively to all members of the Wasauksing community.

STRATEGIES

- 1.1 RATIFY THE BOUNDARIES CLARIFICATION SPECIFIC CLAIM BY DECEMBER 2012.
- 1.2 DEVELOP A FINANCIAL ADMINISTRATION LAW WITHIN 2012-13 WITH FULL IMPLEMENTATION IN THE FOLLOWING YEAR.
- DEVELOP A PROPERTY TAXATION AND ASSESSMENT LAW WITHIN 2012-13 WITH FULL IMPLEMENTATION IN THE FOLLOWING YEAR.
- 1.4 COMPLETE THE WFN CONSULTATION AND ACCOMMODATION PROTOCOL POLICY BY 2012-13.
- 1.5 Obtain a charitable status for WFN by end of fiscal year 2012-13.
- 1.6 Complete the drafting and ratification of the Custom Election Code by 2013-14.
- 1.7 Work towards establishing a Wasauksing Constitution within the next three years and ready for ratification by community members by 2015-16.
- 1.8 CONTINUE TO PRESSURE THE FEDERAL GOVERNMENT TO FUND THE DEVELOPMENT AND IMPLEMENTATION OF THE FIRST NATIONS LAND MANAGEMENT CODE 2012-17.

PLAN OF ACTION

To strengthen our government we will develop specific Laws, Codes, and By-Laws which will provide us with the framework to govern efficiently and equitably. Chief, Council, and staff will secure the financial resources, expertise, and community involvement to achieve the strategies indicated above.



2. INFRASTRUCTURE & ROADS

OBJECTIVE

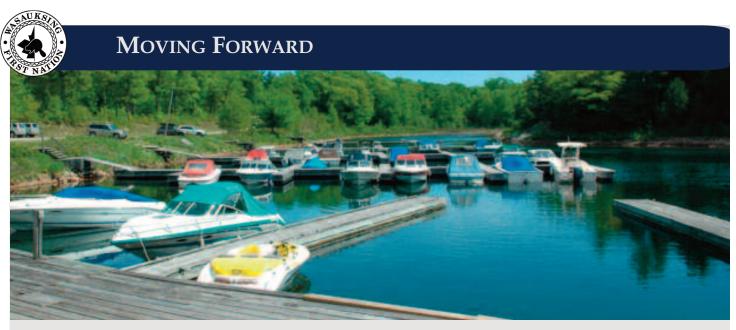
To ensure our community has utilities, roads, and infrastructure in place for the safety of our population as it grows. To ensure that the community's infrastructure meets the growing demands of future development.

STRATEGIES

- 2.1 Update the 20-year Capital Plan by 2012-13.
- 2.2 Increase Wasauksing's office space 2013-14.
- 2.3 Develop a community meeting facility 2014-15.
- 2.4 Improve our recreational facilities by repairing the ball field lights. Seek funding for a new ball field, rink, track, and basketball court 2012-17.
- 2.5 Begin to repair and upgrade public buildings over five years 2012-17.
- 2.6 Seek funding partners and new funding agreements to improve the conditions of roads and bridge by 2016-17.

PLAN OF ACTION

Chief, Council, and senior management staff will identify funding sources for these capital projects and develop municipal service agreements where appropriate. We will develop work plans for the next five years so that major projects are planned and implemented on a cost effective basis. Planning will be a key component of this work as we will need to ensure that land is designated for different uses such as: housing, community, and business development.



3. BUSINESS AND THE ENVIRONMENT

OBJECTIVE

To create an economic base that ensures financial independence for our people. To develop an economy that promotes entrepreneurialism within the community. To invest in business opportunities that will generate wealth for Wasauksing; allow for reinvestment opportunities; create long-term employment opportunities; and, support for successful business development.

STRATEGIES

- 3.1 TO DEVELOP THE ECONOMIC DEVELOPMENT STRATEGIC PLAN BY 2012-13.
- 3.2 Improve the Marina website by marketing and promoting the community's natural beauty by 2012-13.
- 3.3 UPDATE FOREST MANAGEMENT PLAN, FOR SUSTAINABLE DEVELOPMENT OPPORTUNITIES BY 2014-15.
- RE-INVEST IN THE SUGAR BUSH OPERATIONS TO INCREASE PRODUCTION AND REVENUE 2012-17.
- 2.5 Ensure development of our community follows effective environmentally responsible land management practices that protect our quality of life 2012-17.
- 3.6 EMPOWER INDIVIDUALS BY PROVIDING TRAINING AND DEVELOPMENT OPPORTUNITIES AND SUPPORT FOR THEIR BUSINESS INITIATIVES THROUGH THE YEARS 2012-17.
- $^{3.7}$ Re-invest in the Marina/Tourism projects that will attract new investors and customers to the community by $^{2012-17}$.

PLAN OF ACTION

The Marina can be updated with new docks and customer services. A business manager will be hired to run the Marina. Proposals are being developed so that development dollars are available for the upgrading of the Marina and other businesses in the community.



4. HOUSING AND COMMUNITY DEVELOPMENT

OBJECTIVE

To ensure that we have a Community Housing Plan which will take into consideration housing infrastructure and demands in future years. We are a growing community; the demand for housing and building lots will only increase with the population. It is our commitment to ensure adequate housing and community development projects for future generations.

STRATEGIES

- 4.1 Update the WFN Housing Policy and Procedures by 2012-13.
- 4.2 STREAMLINE PROCESS FOR RESIDENTIAL LOTS/LAND APPLICATION AND HOUSING 2012-13.
- 4.3 PROVIDE ON-GOING TRAINING TO HOMEOWNER'S WITH RESPECT TO HOME MAINTENANCE AND REPAIR BY 2012-13.
- 4.4 Develop and implement a Homeowner's Guide 2012-14.
- 4.5 Create trade apprenticeship opportunities and increase number of building technicians by 2014-15.
- 4.6 Work to Increase the availability of Public Housing and improve access to those who need it 2012-17.

PLAN OF ACTION

Chief, Council, and the senior management team will work with the First Nation Market Housing Fund to ensure that policies are developed and that community members are knowledgeable regarding the funding opportunities for private home ownership. Work with the community college to develop home maintenance course for homeowners.



MOVING FORWARD



5. EDUCATION

OBJECTIVE

To build an education system that will provide strong programs relevant to the current job market conditions. Our children will grow up with the tools necessary to achieve their dreams. A sustained effort to reinvigorate the language is a priority for Wasauksing and an important element of our commitment to education and learning.

STRATEGIES

- 5.1 PROVIDE AT LEAST ONE GENERAL CAREER FAIR PER YEAR AND ONE SPECIFICALLY FOR TRADES 2012-17.
- 5.2 Institute programs to maintain and strengthen community knowledge of our language 2012-17.
- 5.3 Create conditions to increase high school graduation rates 2012-17.
- 5.4 Maintain our strong focus on Early Childhood Education 2012-17.
- PROVIDE FINANCIAL INCENTIVES FOR YOUTH TO PURSUE EDUCATION AND TRAINING IN THE FIELDS OF BUSINESS, FINANCE, TECHNOLOGY, AND THE ENVIRONMENT 2012-17.
- 5.6 CONDUCT A SCHOOL EVALUATION BY 2013-14.

PLAN OF ACTION

Wasauksing will work with the local community college to create courses relevant to skill development within our community. Recruitment and retention of teachers will continue to be a major priority for the Wasauksing school. Improving parental participation and involvement will be driving factors in the years ahead.



6. COMMUNITY HEALTH & SOCIAL SERVICES

OBJECTIVE

To provide all Wasauksing members with access to health services that meet or exceed the standards enjoyed by other Ontario citizens. To ensure that our community is strong and that it remains a healthy, natural place to raise a family.

STRATEGIES

- 6.1 To obtain a Flexible Funding Transfer Agreement with Health Canada by 2013.
- 6.2 TO IMPROVE DRUG AND ALCOHOL ABUSE TREATMENT PROGRAMS AND HEALING CIRCLES FOR OUR MEMBERS 2012-17.
- To provide transportation services to medical facilities off our lands, reliable access to a nurse and doctor on an on-going basis 2012-17.
- 6.4 Promote good health and healthy foods for all age groups 2012-17
- TO PROMOTE COMMUNITY AWARENESS TO REDUCE, REUSE, AND RECYCLE HOUSEHOLD MATERIAL THAT OTHERWISE ENDS UP IN OUR COMMUNITY BINS BY 2013-14.
- 6.6 To obtain funding for a nurse practitioner for Wasauksing First Nation Community 2013-17.
- TO DEVELOP A PLAN TO ASSIST COMMUNITY MEMBERS WHO ARE NOW RELIANT ON ONTARIO WORKS BY PROVIDING TRAINING AND DEVELOP OPPORTUNITIES BY 2013-17.

PLAN OF ACTION

Chief, Council, and senior management staff will work towards the development of health programs and services that will meet the health requirements for children and adults. To continue the process of transferring health services to the Wasauksing First Nation from other levels of government.



7. COMMUNITY SAFETY & CRIME PREVENTION

OBJECTIVE

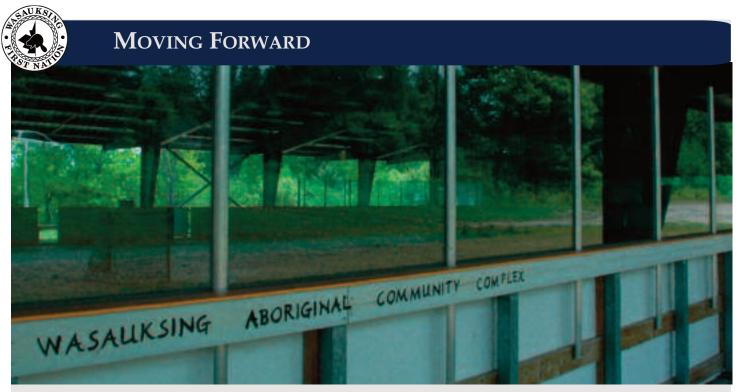
To ensure that all members have a sense of wellbeing within the community. To make the community a safe and friendly place for families to raise their children. To provide adequate policing services to Wasauksing.

STRATEGIES

- 7.1 Order and Safety through Adequate Policing 2012-17.
- 7.2 Create By-laws, Regulations, Permits, and Policies that provide a safer, better, community for everyone 2012-17.
- 7.3 Enforce By-laws, Regulations and Permits locally through and with the Wasauksing Community 2012-17.
- 7.4 Create a Community Safety System that is focused on restorative justice 2012-17.

PLAN OF ACTION

Chief, Council, and senior management staff will work towards the development of by-laws, regulations, and policies that work for and with the community. Chief and Council will work closely with the community on issues of engagement and enforcement to ensure solutions are created that incorporate the perspective of the Wasauksing community.



8. COMMUNITY ACTION & VOLUNTEERS

OBJECTIVE

The feeling of being involved in the community is important to all of us. We all have a responsibility to the wellness of our community. We will commit our time and energy to build a community that is based on sharing, celebrating, and acknowledging how we want to live as Anishinabek people.

STRATEGIES

- 8.1 To recognize and celebrate community volunteers on a yearly basis 2012-17.
- 8.2 To host at least two community dinners per year 2012-17.
- 8.3 TO PROMOTE ACTIVITIES WHICH ALLOWS YOUTH AND ELDERS TO WORK TOGETHER ON KEY PROJECTS/MEDICINES WALKS 2012-17.

PLAN OF ACTION

Chief, Council, and all staff will promote and support community events through our newsletters, website and networks. The Wasauksing Administration will provide greater opportunity for the community to participate in more inclusive events and activities. It will provide additional emphasis on community dialogue and greater voice to Wasauksing First Nations members.



MOVING FORWARD SUMMARY

This Strategic Plan document shows Wasauksing's future path. It identifies the priorities for our community Vision and allows us to focus on the issues that matter.

The following chart is a summary of all strategies and their expected completion or implementation time frame. The source of funding for these strategies has also been identified.

| STRATEGIES | Initiative | 2012 | 13 | 14 | 15 | 16 | 17 | Funding Source |
|--------------------------|--|----------|----------|----------|----------|----------|----------|----------------------|
| 1. GOVERNANCE | 1.1 Ratify Boundary Claim | 1 | | | | | | MAA |
| | 1.2 Develop Financial Admin. Law | 1 | 1 | | | | | FMB |
| | 1.3 Develop Taxation and Assessment Law | 1 | 1 | | | | | FNTC |
| | 1.4 Consultation and Accommodation Protocol | 1 | 1 | | | | | MAA |
| | 1.5 Charitable Status | / | | | | | | CRA |
| | 1.6 Custom Election Code | √ | / | 1 | | | | AANDC |
| | 1.7 WFN Constitution | √ | ✓ | 1 | 1 | | | Trust Fund |
| | 1.8 Land Management Code | ✓ | 1 | 1 | 1 | ✓ | 1 | AANDC |
| 2. Infrastructure | 2.1 Update Capital Plan | 1 | 1 | | | | | AANDC |
| | 2.2 Increase Office Space | 1 | 1 | 1 | | | | Rama Fund |
| | 2.3 Community Meeting Facility | 1 | 1 | 1 | 1 | | | Rama Fund |
| | 2.4 Improve Rec Facilities | 1 | 1 | 1 | 1 | 1 | 1 | Rama Fund |
| | 2.5 Repair Public Buildings | 1 | 1 | 1 | 1 | 1 | 1 | AANDC |
| | 2.6 Improve Roads and Bridge | | | | | 1 | 1 | AANDC |
| 3. Business | 3.1 Economic Strategic Plan | ✓ | 1 | | | | | AANDC |
| | 3.2 Marina Website | 1 | 1 | | | | | Proposals |
| | 3.3 Forest Management Plan | | | √ | √ | | | FNMHF |
| | 3.4 Sugar Bush Reinvestment | √ | √ | √ | √ | √ | ✓ | Trust Fund/Proposals |
| | 3.5 Sustainable Development | ✓ | ✓ | 1 | √ | ✓ | ✓ | AANDC |
| | 3.6 Business Support | / | ✓ | 1 | 1 | ✓ | ✓ | Gezhtoojig |
| | 3.7 Marina Reinvestment | ✓ | / | ✓ | / | √ | / | Trust Fund/Proposals |
| 4. Community Development | 4.1 WFN Housing Policy | 1 | 1 | | | | | FNMHF |
| | 4.2 Streamline Land Process | √ | 1 | | | | | FNMHF/AANDC |
| | 4.3 Home Maintenance Training | 1 | 1 | | | | | FNMHF |
| | 4.4 Home Owners Guide | 1 | 1 | 1 | | | | FNMHF |
| | 4.5 Trade Apprenticeships | | | 1 | 1 | | | Gezhtoojig |
| | 4.6 Improve Public Housing | 1 | 1 | 1 | 1 | √ | 1 | CMHC / FNMHF |



Moving Forward Summary

| STRATEGIES | INITIATIVE | 2012 | 13 | 14 | 15 | 16 | 17 | Funding Source |
|------------------------|----------------------------------|----------|----|----|----------|----|----------|------------------------------|
| 5. EDUCATION | 5.1 Career Fair(s) | 1 | 1 | 1 | 1 | 1 | 1 | UOI/Health Canada |
| | 5.2 Language Programs | 1 | 1 | 1 | 1 | 1 | 1 | AANDC/Rama Fund |
| | 5.3 Improve Success Rates | 1 | 1 | 1 | 1 | 1 | 1 | AANDC |
| | 5.4 Early Learning Focus | 1 | 1 | 1 | 1 | 1 | 1 | Ministry of Education |
| | 5.5 Youth Financial Incentives | 1 | 1 | 1 | 1 | 1 | 1 | Rama Fund |
| | 5.6 School Evaluation | | 1 | 1 | | | | AANDC |
| 6. Community Health | 6.1 Funding Agreement | 1 | 1 | | | | | Health Canada |
| | 6.2 Addictions Treatment | ✓ | 1 | 1 | 1 | 1 | 1 | Health Canada |
| | 6.3 Improve Medical Access | 1 | 1 | 1 | 1 | 1 | 1 | Health Canada |
| | 6.4 Healthy Eating | √ | 1 | 1 | 1 | 1 | 1 | Health Canada |
| | 6.5 Recycling Program | | 1 | 1 | 1 | 1 | 1 | AANDC |
| | 6.6 Funding for Nurse Practioner | / | 1 | 1 | 1 | 1 | 1 | Health Canada |
| | 6.7 Assistance Program | / | 1 | 1 | 1 | 1 | 1 | Gezhtoojig |
| 7. Community Safety | 7.1 Policing | 1 | 1 | 1 | 1 | 1 | 1 | Aboriginal Policing Services |
| | 7.2 Create Bylaws | √ | 1 | 1 | 1 | 1 | 1 | FNHMF |
| | 7.3 Enforce Bylaws and Permits | ✓ | 1 | 1 | 1 | 1 | 1 | Aboriginal Policing Services |
| | 7.4 Restorative Justice | 1 | 1 | 1 | 1 | 1 | 1 | Rama Fund/AG Office |
| 8. COMMUNITY ACTION | 8.1 Volunteerism Recognition | 1 | 1 | 1 | 1 | 1 | 1 | Rama Fund |
| | 8.2 Twice Yearly Dinners | 1 | 1 | 1 | 1 | 1 | √ | Rama Fund |
| | 8.3 Involve Youth and Elders | ✓ | 1 | 1 | / | 1 | 1 | Rama Fund |

AANDC - Aboriginal Affairs and Northern Development Canada

AG Office - Attorney Generals Office

CMHC - Canada Mortgage and Housing Corporation

CSF - Community Support Fund

CRA - Canada Revenue Agency

FMB - Financial Management Board

FNMHF - First Nations Market Housing Fund

FNTC - First Nations Tax Commission

HC - Health Canada

MAA - Ministry of Aboriginal Affairs

UOI - Union of Ontario Indians



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